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# **USAID/GUINEA**

## **FY 2001**

# **RESULTS REVIEW & RESOURCE REQUEST (R4)**

The attached results information is from the FY 2001 Results Review and Resource Request (R4) for Guinea and was assembled and analyzed by USAID/Guinea.

The R4 is a "Pre-Decisional" USAID document and does not reflect results stemming from formal USAID reviews. Additional information on the attached can be obtained from Henderson Patrick, Strategic Planning and Results Center, USAID/Guinea.

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**Conakry, Guinea  
March 18, 1999**

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## LIST OF ACRONYMS

AIC	Agricultural Investment Company
ADF	African Development Foundation
AFD	French Agency for Development
AGBEF	Association Guineenne pour le Bien-Etre Familiale
AIDS	Acquired Immunity Deficiency Syndrome
AIDSCAP	AIDS Control and Prevention Project
AIM	AIDS Impact Modeling
AMF	Agricultural Marketing Foundation
AMIP	Agricultural Marketing Investment Project
AMLGF	Agricultural Marketing Loan Guarantee Fund
AVSC	Association for Voluntary and Safe Contraception
BASICS	Basic Support for Institutionalizing Child Survival
BCRG	Central Bank of Guinea
CBD	Community Based Distribution
CBS	Community Based Services
CDIE	Center for Development Information and Evaluation
CDR	Rural Development Municipality
CENAFOD	<i>Centre Africain pour la Formation et le Développement</i>
CFD	French Development Company
CLUSA/NCBA	Cooperative League-USA/National Cooperative Business Association
CPR	Contraceptive Prevalence Rate
CRDs	Rural Development Communities
CUDs	Urban Development Communities
CYP	Couple Years of Protection
DAAF	Central Division of Finance and Administration
DFSI	Dinguiraye Food Security Initiative
DHS	Demographic and Health Survey
DM	Dutch Mark
DNGR	National Directorate of Rural Works
EMIS	Education management and information system
ENRMA	Expanded Natural Resource Management
ESAF	Enhanced Structural Adjustment Facility
ESRP	Education Sector Reform Program
EUPD	<i>Entraide Universitaire pour le Développement</i>
FAMPOP	Family Planning Options Project
FDHIRD	Fouta Djallon Highlands Integrated Rural Development
FHI	Family Health International
FICA	Agricultural Marketing Foundation
FP	Family Planning
FQEL	Fundamental Quality and Equity Levels activity
FTF	Farmer-To-Farmer
HEPA	Health and Environmental Protection Actions

IFES	International Foundation for Election System
IFPA	International Family Planning Association
GDP	Gross Domestic Product
GER	Gross Enrollment Rate
GIS	Geographical Information System
GNRM	Guinea National Resources Management
GOG	Government of the Republic of Guinea
GREDP	Guinea Rural Enterprise Development Project
GTZ	German Technical Cooperation
GWE	Girls' and Womens' Education activity
IEC	Information, Education and Communication
HIV	Human Immunodeficiency Virus
IEC	Information, Education and Communication
IFESH	International Foundation for Education and Self-Help
IMC	Inter-Ministerial Committee
IMF	International Monetary Fund
IPPF	International Planned Parenthood Federation
IRBD	International Bank for Reconstruction and Development
IUD's	Intra Uterine Devices
LGF	Loan Guarantee Fund
MAEF	Ministry of Agriculture, Livestock and Forestry
MCH	Maternal and Child Health
MCHI	Maternal Child Health Initiative
MEASURE	Monitoring and Evaluation to Access and Use Results
MEN	National Ministry of Education
MEPU	Ministry of Pre-University Education
MOH	Ministry of Health
MSH	Management Sciences for Health
NCBA/CLUSA	National Cooperative Business Association/Cooperative League-USA
NEAP	National Environment Action Plan
NGO	Non-governmental Organization
NPA	Non-Project Assistance
NPI	New Partnerships Initiative
NRM	Natural Resources Management
OR	Operation Research
ORS	Oral Rehydration Salt
OSFAM	Family Health Options
PHC	Public Health Centers
PSI	Population Services International
PASE	Education Sector Adjustment Program
PAVE	Profitable Agriculture and Village Extension
PMP	Performance Monitoring Plan
PRIDE	Rural Enterprise Development Project

PRIME	Primary Providers Education and Training in Reproductive Health
PRISM	Strengthening of Reproductive Health and HIV/AIDS Intervention
PTA	Parent-teacher association
PVO	Private Voluntary Organization
RAISE	Rural and Agricultural Incomes with a Sustainable Environment
REFLEG	Association of Guinea Exporters of Fruits and Vegetables
RFA	Request for Application
RGE	Rural Group Enterprises
SAAF	Administrative Services of Financial Affairs
SAVE or SC	Save the Children
SCF	Save the Children Federation
SEC	Superior Electoral Council
SMC	Social Marketing of Contraceptives Project
SOBERGUI	Bernas Guinea Company
SOTELGUI	Telephone Company of Guinea
SSP	Service of Statistics and Planning (MEPU)
STI	Sexually Transmitted Illnesses
TAACS	Technical Advisor for AIDS and Child Survival
UCOFIS	Financial Cooperative Unions
UNDP	United Nations Development Program
UNFPA	United Nations Family Planning Agency
VITA	Volunteers in Technical Assistance
VSP	Village Support Project
WB	World Bank/International Bank for Reconstruction and Development
WEG	World Education Guinea

## **PART I. THE RESULTS REPORT**

### **A. Cover Memo**

#### **Regional Instability and its Effects on Guinea**

The on-going regional instability in Sierra Leone, Guinea-Bissau, and the Casamance region of Senegal and its humanitarian crisis continue to impact Guinea socially, politically and economically.

Hosting at least 500,000 refugees has strained local infrastructure and devastated the environment through deforestation, conversion of forests to cropland, and contamination and overuse of water resources. The Guinean Office of Water and Forests estimates that Gueckedou, a major refugee area, has experienced a 52% decrease in overall forest cover between 1989 and 1997. The destruction of medium density forests during the same period was even more dramatic, reaching approximately 80%. Other refugee areas, such as N'zerekore, Kissidougou, and Forecariah are also experiencing similar patterns of deforestation and environmental degradation. The road network is being rapidly degraded as heavy trucks regularly deliver humanitarian supplies over the roads which were not designed to carry such loads. Rural roads are the worst affected.

Since 1990, USAID has spent \$800 million on humanitarian assistance to countries in the sub-region with little development impact. For the second consecutive year, the Embassy and USAID/Guinea are hosting in-exile the US Mission to Sierra Leone. Elsewhere in the region, Guinea Bissau has experienced two violent intra-governmental conflicts. The Casamance province of Senegal continues to simmer, and Liberia remains a wild card. Preventive measures to ensure peace and stability in Guinea would be far more cost effective than responding to the crisis and disaster that have engulfed the three neighboring countries. The Mission believes that the nascent efforts by the Agency to include conflict prevention in its programs is an important step in helping Guinea respond to potential instability. USAID/Guinea welcomes the opportunity to be considered as a pilot country for the Agency's conflict resolution and prevention initiative.

Given the instability which surrounds Guinea, we strongly believe that it is important to continue to support democratic efforts. The recent presidential elections, though not perfect, were relatively peaceful and represented an improvement over the 1993 elections. The Government of Guinea (GOG) has already approached USAID and other donors for support of its three planned elections in 1999. The Mission intends to support these elections to the maximum extent possible in order to bolster the democratic process.

Because of its remarkable hospitality to the refugees, its commitment to economic reform, and the potential threat of destabilization from its neighbors, Guinea deserves increased donor attention and assistance. If Guinea is destabilized, humanitarian assistance programs will cost

far more than "preventive" development programs. Current implementation of strategic objectives already strains the Mission budget, and, with the exception of modest support to elections, the Mission will need additional assistance to address the areas described above.

If the Agency is prepared to provide additional support to Guinea to counterbalance the negative effects of instability in the region, then USAID/Guinea recommends the following areas of focus: development of a conflict-mitigation program to develop tools for peaceful conflict resolution; identification and support of additional natural resource management opportunities that address the impact of refugees on the environment; development, with PVO partners, of an emergency infrastructure program for the zones impacted by the humanitarian assistance program; and continued support for democratization, i.e., holding elections as required by law.

### **Potential Changes to Management Contract**

Given the lower than expected USAID/W funding allocations to the Democracy and Governance SO, projected expenditures, and recommendations generated from two recent studies, the Mission together with the Africa Bureau and the G/DG Center must reassess the viability and appropriateness of two of the D/G SO intermediate results (IRs).

Funding for the D/G activities over the life of the Country Strategic Plan has been planned for \$4 million annually (steady progress scenario). The first two years of actual funding have fallen short of planned levels. The FY 98 amount was \$2.16 million and the FY 99 amount is \$1.8 million, \$100,000 of which has been forward funded for the recent presidential election support activities. The funding levels are well below the \$4 million proposed in the steady progress scenario. The Congressional Presentation figure submitted for FY 2000 is presently at \$2.9 million, and experience suggests that figure could be less by the time the money is obligated. Finally, the Bureau and the Administrator have confirmed that availability of D/G funding will continue to be outstripped by the demands of all the Missions.

Because of significant progress to date in civic-education training and strengthening rural group enterprises and local government units, the Mission is considering expanding this activity to other regions of the country, with particular emphasis on the Forest Region. To support an enabling environment for this activity, the Mission, in close coordination with its development partners, intends to support the GOG as it undertakes the planned legislative, local, and communal elections this year. However, preliminary budget estimates show that the D/G budget allocations will not adequately fund the expansion of both sets of activities mentioned above in addition to the three planned activities under the other Intermediate Results. Further evidence supporting a SO modification comes from two key assessments conducted in 1998: one for the National Assembly and the other for civil society in Guinea. Both assessments pointed out the institutional immaturity of the National Assembly and the national level civil society organizations as development actors. The Mission will invite the

G/DG Center and the Africa Bureau Sustainable Development division to help reassess the appropriateness of the D/G strategic framework and recommend the most appropriate adjustments given the resource realities, potential results and Mission priorities.

### **Staff adjustments**

The D/G Strategic Objective is a vital part of our Country Strategic Plan and the Mission has built a team with locally-available resources. The Mission is in the process of recruiting an international PSC for the team. With regional instability threatening Guinea and the country itself struggling to establish democratic values and systems after 26 years of a Stalinist regime, and 15 years of being led by the same Head of State, the Mission is faced with a daunting task. The need to have an experienced Direct Hire cannot be overemphasized. The Mission requests that a D/G Direct Hire be on board in FY 2000 to lead the team in the face of these challenges.

### **One-time FY99 OE request to upgrade computers and make emergency repairs to USAID building**

Following a recent visit to Conakry, IRM advised the Mission that its computer system is "ranked at the bottom tier of USAID computer systems worldwide." The outmoded system resulted from the Mission's inability to invest in system upgrades due to OE budget constraints in previous years. To upgrade the existing computer system and be compatible with the Agency's modernization efforts, the Mission is faced with an unanticipated expense of approximately \$100,000 to install a new network wiring grid and to upgrade servers and related system management hardware.

The office building sustained considerable water damage during the 1998 rainy season. Water leaked through the interior walls causing extensive damage in several locations of the building. An engineer's inspection confirmed that the building was improperly waterproofed or sealed. He recommended that the building be waterproofed before the next rainy season, which starts in May of this year. Failure to do this will put the building at risk of structural damage. The Management Office estimates the cost to waterproof the building properly at \$100,000.

### **Request for additional economic growth funds**

The Mission's allocation for economic growth (EG) funds in FY 2000 is set at \$300,000. This amount is insufficient for the needs of the microenterprise and agriculture marketing improvement programs. The Mission requests that additional Africa Bureau EG funding be made available to help promote the microenterprise sector's sustainability. The vehicle for promoting sectoral sustainability will be PRIDE/Finance, a USAID-nurtured Guinean NGO, slated for self-sufficiency by 2002. The Mission also intends to support much-needed agricultural market improvements and enterprise development interventions both under our new centerpiece Expanded Natural Resource Management (NRM's) activity, and through buy-

ins to USAID/W activities such as RAISE and AFR/SD's Sustainable Fruit Tree Initiative. The low level of economic growth funding proposed by the Bureau for FY 2000 does not bode well for the realization of these activities or for the ultimate success of the NRM's SO.

### **Changes to monitoring plan**

During the past year the Mission has spent a considerable amount of time developing indicators for the new Strategic Objectives. The Mission will review its Results Frameworks and remove any unnecessary indicators as requested by R4 guidance. During this exercise, the Mission will need outside expert help for the most effective pruning and will contact the Africa Bureau for help from its technical assistance contract.

## **B. Overview and Factors Affecting Performance**

### **1. Regional and Macro Factors**

The on-going regional instability in Sierra Leone, Guinea-Bissau, and the Casamance region of Senegal, and its attendant humanitarian crisis continue to afflict Guinea politically, economically and socially. The UNHCR Commissioner, Mrs. Sadako Ogata, noted during a recent visit to Conakry that Guinea has the largest number of refugees in Africa. Though Guinea has remained politically stable and even managed to hold its second successful multi-party presidential elections in December 1998, the continued turmoil in the surrounding regions poses a serious threat to Guinea. The crises continue to have a negative economic impact as Guinea is forced to spend scarce resources to maintain costly border security and contribute forces in both Sierra Leone and Guinea-Bissau. Foreign investors, fearing the region's political risks, have been delaying or cancelling plans to invest in Guinea. Nigeria's intent to withdraw its troops from Sierra Leone by the end of May has heightened concern in Guinea. The likelihood that rebel forces, unfriendly to Guinea, may take over the Sierra Leonean government if Nigeria does withdraw would likely exacerbate Guinea's political fragility. Unless a solution is found to resolve the regional crises, chaos and bloodshed could spill over into Guinea.

Despite the negative effects stemming from the cost of the presidential elections, the increased defense expenditures reflecting the on-going security crisis in the region, and the continued drop in the price of bauxite, the macro-economic performance in 1998 was satisfactory. The GDP continued to grow at a rate of 4.6% in real terms, a slight decrease from last year and inflation was down to 4.5%, an improvement of 0.5% over 1997. Except for the increased military expenditures, which rose at the expense of other priority sectors, the Government was able to meet the IMF's overall budget target. However, 1999 is expected to be an even more challenging and difficult year for Guinea. As of March 1999, the national development budget has a short fall of \$11 million which the government hopes the donor community will help to fill. The big issue facing Guinea is how long will the Government be able to stay on course with the IMF's ESAF if the regional conflict is not resolved soon and the refugee crisis worsens. There will be continued and increased pressure to incur military expenses at the expense of social sectors i.e., health, environment, education, rural development and agriculture.

Guinea continues to host at least 500,000 refugees in the fragile Forest Region. After ten years the number of refugees (estimated cumulative total of 2.5 million) have ebbed and flowed but the people of Guinea have continued to be exceptional hosts. Recently, however, the GOG has strongly expressed concern about the negative economic, environmental and health impacts in its border areas. Hosting large numbers of refugees has strained local infrastructure and devastated the environment through deforestation, conversion of forest to cropland, and contamination and overuse of water resources. According to the Guinean Office of Water and Forests, Gueckedou, a major refugee region, experienced a 52%

decrease in forest cover between 1989 and 1997. Other refugee areas, such as N'zerekore and Kissidougou, are also experiencing similar patterns of deforestation and environmental degradation. Areas that were once pristine tropical forests have been transformed into savannah grasslands. In addition, the road network is being rapidly degraded due to continuous use by heavy trucks delivering humanitarian supplies to the refugee camps throughout the region.

The competition for natural resources, especially crop lands between indigenous populations and refugees, has intensified lately. In the Gueckedou *prefecture*, the percentage of land cultivated by the indigenous population and by the refugees in 1997 was 55% and 45% respectively; and the area cultivated by small holders has decreased from 0.483 ha in 1989 to 0.181 in 1997.

Emerging problems relating to the provision of refugee health services are becoming a major concern for the government. As the GOG has integrated the refugee health-care services into its national health-care system, problems have arisen relating to the importation and distribution in refugee camps of medicines not on the essential drug list. Guineans complain about the inequity caused by the availability of free health care for refugees while poor Guineans frequently can't afford the same. In addition, Guineans believe that the availability of free health care, which encourages fraud, acts as a disincentive for refugees to leave the area. In collaboration with other donors, USAID intends to assess these emerging health issues in order to better understand them and find solutions.

## **2. Program**

To maintain effective program implementation, the Mission resorted to creative alternatives to compensate for the lack of USDH staff. These included the procurement of local hire PSCs, USPSCs, and appropriate short-term staff as required, to fill key positions. The first-ever USDH Health Officer arrived at post in May 1998, and the Program Officer in September 1998, the latter filling a key position which had each been vacant for over one year. The D/G local hire PSC project manager came on board in April 1998, replacing another local hire PSC. With the planned arrival of the EXO in April 1999 (post vacant since summer of 1997), key positions within the Mission will be filled. A full complement of USDH staff will ensure achievement of results and eliminate a significant OE drain which the Mission experienced during the last and current reporting periods. The Mission is only now beginning to address significant administrative and financial management vulnerability caused by the extended absence of a USDH EXO and Controller Officers.

With respect to staffing, USAID intends to implement some important changes to improve program performance. Currently, the D/G SO Team Leader is a local hire PSC, a dependent spouse, who can only be expected to remain at post as long as his direct-hire spouse is here. USAID strongly believes that an experienced USDH is needed to meet the challenges facing Guinea during this uncertain period. The USDH would (1) provide leadership to the Mission

as the GOG undertakes its ambitious decentralization program; (2) develop the potential for stronger partnership with the World Bank in local village activities; (3) oversee the Mission's efforts to assist Guinea with its up-coming local, communal and National Assembly elections; (4) coordinate the Mission's relations with the USAID/W Bureaus; and (5) lead our conflict and instability initiative with our donor partners. We are also restructuring the combined Program/Project office, now called the Strategic Planning and Results Center (SPRC) to include: a Monitoring and Evaluation Specialist; a geographical information system unit to help promote synergy and strategic planning; a Leland Internet Specialist; and a documentation center to centralize the Mission's core documents. USAID also plans to hire a locally-recruited specialist to monitor refugee and humanitarian assistance in Guinea.

### **3. Accomplishments**

This reporting period has been a transition year for USAID, as the Strategic Objective Teams moved into the first full year of implementation under the Country Strategic Plan (CSP), FY 1998 -2005. The SO Teams completed their Performance Monitoring Plans (PMP), refined the performance indicators, signed two Strategic Objective Agreements (SOAG) with the GOG, and completed several key studies. The Mission also experienced some delays in the start-up of implementation activities in Health, Education, and delays of key assessments in Democracy and Governance. The Natural Resources Management SO completed the design of a new centerpiece activity and procurement of a firm(s) to carry out the activities is expected to be completed by the summer of 1999. Despite the transition pains, the Mission has made significant progress towards its objectives as highlighted below.

In the NRM SO, the adoption of the forest co-management concept by communities and the government was strengthened over the past year. There was a 23% increase in the area of non-classified forests sustainably-managed by villagers, thereby slowing the destruction of woodlands. Over 1,400 farmers applied sustainable production practices. Cash crop producers in the three target watersheds and FICA's members obtained approximately \$850,000 from the sale of their produce. The USAID-supported microfinance NGO, PRIDE/Finance, made nearly 14,000 loans for a total value of over \$3.0 million, with 67 % of the beneficiaries being women. Land-use agreements registered a 55% increase over the previous year. These agreements ensure land security for land-users and promote long-term investments in rational natural resource management.

In the Education SO, instructional objectives for French and math curriculum in grades 1 and 2 were completed and targets met. Production began for Guinea's first ever interactive student radio programs which will be broadcast three times per week, starting in 1999. Progress in both the above areas will help to improve quality of education. At the community level, the program launched a new Parents Teachers Association (PTA) training program with World Education, reaching 61 PTAs in the first year. This local community participation should help improve access and equity in education. With USAID's technical assistance, the Ministry of Education's reactivated its Steering Committee, a key planning

body for overall education issues, and worked with the Committee to make substantial progress on defining their strategic vision.

The Democracy and Governance SO made significant progress in establishing inter-sectoral partnerships between 22 rural local government units and 149 rural business groups - a partnership for democratic decentralization. With significant technical assistance from USAID and other donors, the GOG successfully completed its second multi-party presidential election. With financial resources provided by the NRM SO, equipment procurement and installation to allow internet connectivity to three secondary cities were near completion.

The Health and Population SO made steady progress in advancing the use of contraceptives, as measured by the 11 percent increase in Couple Years Protection. The completion of the Demographic Health Survey (DHS) in 1999 will enable the Mission to determine the Contraceptive Prevalence Rate, the other SO indicator measure, with a higher degree of confidence. Significant results in donor coordination were also achieved. The most important of which was the five-year, \$7 million, co-financing contribution from the German Development Bank (KFW) to the USAID social marketing activity. A situation analysis provided valuable information on access, quality and demand which assisted the public sector grantee (PRISM) develop strategies for working with health centers in Upper and Forest Guinea. A social soundness analysis yielded significant insights about the concept of participation in two ethnically diverse target zones of the activity. The Mission will make use of these insights as it plans further implementation activities across all SOs in Guinea.

#### **4. Prospects**

If Guinea remains stable, the Mission believes that prospects for progress through FY 2001 are good and does not foresee any significant changes to its approved Country Strategic Plan. Should Guinea undergo destabilization, the outlook for program progress changes drastically for the worse.

Since 1990, the United States Government has spent \$800 million on humanitarian assistance to countries in the sub-region with little development result. Preventive measures to ensure peace and stability in Guinea would be far more cost effective than responding to the crisis and disaster that has engulfed the three neighboring countries. USAID/Guinea is convinced that its continued commitment to the CSP will help Guinea to reach its development objectives despite the violence and suffering sweeping the region. However, for Guinea to emerge as a successful development partner, several challenges lie ahead which must be overcome. These include: (a) the reduction of the rapid spread of environmental degradation; (b) development of conflict prevention tools and problem solving skills to engage the governments and peoples of the subregion; and (c) support to the Guinean Government to ensure that the National Assembly and local government elections (2) take place this year as planned.

USAID/Guinea, through its Health and Environmental Protection Actions (HEPA) Program, is providing small grants to NGOs to address the environmental degradation caused by the refugees and to a lesser extent, the over-stressed local health service systems. USAID's natural resource management interventions in the Forest Region will be further reinforced under the new NRM-SO activity, Expanded Natural Resource Management, which is to be initiated later this year. However, without an increase in funding to at least the original resource level as requested in the CP for FY 2000, USAID's response to the environmental and health concerns in the Forest Region will only address a small part of the significant needs that exist. The Mission would like to engage the Bureau in a dialogue on how we can help Guinea address these important challenges.

There continues to be encouraging signs that much of the groundwork has been laid for the ultimate success of the new Natural Resource Management Strategic Objective, and the Mission is expecting a significant acceleration of impact from the program beginning in the next two years. Trends are particularly important in monitoring progress in natural resource management programs. A well-documented time lag, demonstrated in many African countries, exists between when the enabling conditions (policy framework, human resource capacity development, economic incentives, etc.) for improved NRM-related practices are established and when the practices are actually adopted on a significant scale. Farmers need to see the outcomes of technologies for themselves before investing, and a positive trend indicates that a practice is profitable from a farmer's point of view. Evidence from other countries also demonstrates that NRM programs that have ultimately achieved impact-level success are those that have stuck with the program for the long-term. USAID/Guinea's current pilot NRM project facilitated development of collaborative relationships among rural communities, local NGOs and the Guinean Forest Service. More significantly, farmers are continuing to adopt productivity-enhancing practices.

The only potential revision to the CSP would be in the Democracy and Governance strategic objective. In view of the lower than anticipated level of funding, \$1.8 million and \$2.9 million in FY 99 and FY 00 respectively, the Mission estimates that it may only be able to implement fully the activities relating to civic education training and capacity building of rural group enterprises and local government units. At the same time, we expect to play an important role in supporting Guinea's emerging civil society and nascent democratic process if the local and National Assembly elections are held later this year. The Mission will invite the G/DG Center and the Africa Bureau Sustainable Development division to help reassess the appropriateness of the D/G strategic framework and recommend the most appropriate adjustment to the D/G SO given the funding outlook and implementation experience to date.

The New Partnership Initiative (NPI) is the Mission program's modus operandi and the corner stone of the Mission's strategic approach to achieving results. We believe firmly that the concepts of NPI will help establish the conditions at the community level for poverty alleviation and sustainable development. Based on the recommendations of a recent assessment, the Mission will concentrate on a limited number of cross-cutting issues such as:

adult literacy, financial asset building, PVO/NGO relations; and local institutional capacity-building. In 1999, the NPI core team will develop an action plan to address these issues.

The USAID program in Guinea supports U.S. national interests primarily in three areas: democracy, environment, and humanitarian assistance. By promoting democratic institutions, good governance and civil society, the Mission's program will reinforce Guinea's internal stability and enable it to continue its progress toward not only sustainable economic and social development, but also its eventual integration into the world economy. A stable and democratic Guinea will be better able to play a more effective role in maintaining regional stability and enhancing regional integration. Protecting the environment will help Guinea to manage its natural resource base in a manner consistent with sound economic development. In addition to mitigating human suffering in accordance with U.S. Government values, providing humanitarian assistance to the 500,000 refugees will reinforce Guinea's internal stability and facilitate its continued progress toward sustainable economic and social development.

The Mission welcomes the opportunity to be considered as a pilot country for the Agency's Conflict Resolution and Prevention Initiative. An assessment of the sources of instability and conflict in Guinea was completed last fall. This assessment proposed a monitoring plan to track potential sources of conflict. The principal donors and UN partners have expressed interest in creating a working group to build upon the initial work carried out by USAID. In light of the regional instability and Guinea being "the last man standing," this Agency initiative is opportune.

## **C. Summary of SOs**

### **STRATEGIC OBJECTIVE 1: Increased Use of Sustainable Natural Resource Management Practices**

#### **1. Summary**

USAID/Guinea initiated this Strategic Objective in 1998 to help protect Guinea's fragile agro-ecological areas against accelerating environmental degradation caused by rapid population growth--exacerbated by refugee inflows, lack of economic alternatives in rural areas, and unsustainable intensification of agricultural production.

USAID/Guinea works closely with the Ministry of Agriculture, Water and Forests (MAEF), which coordinates donor efforts in community-based natural resource management. USAID's NRM SO supports the GOG's sectoral development plan for the 1998 to 2005 period. USAID's strategy conforms with the participatory, market-driven approach that the GOG has adopted for development of the rural agricultural sector. USAID's program plays an integral role in helping the GOG achieve one of its primary sector objectives, "preserving the productive base by sustainable management of natural resources." In addition, USAID will assist Guinea in addressing the environmental degradation in the Forest Region caused by several hundred thousand refugee-farmers from Sierra Leone and Liberia who have settled in a previously sparsely populated region containing one of the few remaining West African tropical forests. This has created a serious environmental threat to the stressed and fragile forest ecosystem, which, if left unchecked, will result in significant environmental damage.

Small landholders, small and microentrepreneurs and, to a lesser extent, refugees from Sierra Leone and Liberia are the ultimate customers. Strong program emphasis is placed on women, as they play a crucial role in agriculture and natural resource management.

#### **2. Key Results**

The attainment of this SO will result in sustainable management of 100,000 hectares of tropical forests and 30,000 hectares of farmland by the year 2005. These results will be based on: (a) development of over 300 acceptable community-level natural resource management plans; (b) investment by 15,000 small farmers in productivity-enhancing practices; (c) expansion of 10,000 small and microenterprises; and (d) signature of 300 land-use agreements.

#### **3. Performance and Prospects**

Performance during the rating period was mixed. Steady progress was achieved at the intermediate results level. One SO-level indicator fell short of expectations for reasons described below, while a second indicator exceeded expected results for the year.

The strategic objective agreement was signed in June 1998. However, no new projects have started. Therefore, the results for this reporting period are from the ongoing agricultural marketing, microenterprise development, and community-based natural resource management projects which have made steady progress and have laid the groundwork for the new SO.

**At the strategic objective level**, the area of protected forests through adoption of sustainable management plans in the targeted zones increased from 10,119 ha in 1997 to 10,148 ha in 1998. This achievement is below the target of 20,000 ha due to the slow progress in the work on the co-management of the 11,000 ha of natural forest in the Dissa watershed. Significant time and coordinated efforts are needed for an environmental assessment, the creation of the inter-village management committee, and the development of the co-management plan. However, the concept of sharing the responsibilities and the benefits of protecting the classified forests has taken hold and the government has been ready to apply that concept to other areas in Guinea. In fact, the Forest Service is planning several regional seminars to promote the co-management concept. The protection of non-classified forests, mostly village forests, continued to show a positive trend, as the area of forest protected increased from 128 ha in 1997 to 148 ha in 1998, an increase of 24%. In addition, 125 ha of plantations of fruit and forest trees has been realized since 1993 as villagers protect springs and avoid cultivating crops on lands susceptible to erosion.

To expedite the environmental assessments and to accelerate completion of co-management agreements for classified forests in the future, the NRM team is considering contracting the University of Conakry--with USAID/W assistance. The team is also applying lessons learned from the co-management plan for the Nyalama Forest to two additional forests, and looking for other means to accelerate replication. However, the technical management plans for the identified forests may not be completed by September 1999

Communities and households applied sustainable practices on 233 ha, 46% over the target and 83% over the previous year. Sustainable practices included mulching, use of compost, rock bunds, biological bunds, and live fencing. Rock and biological bunds have proven to transform barren home gardens into productive ones and enable farmers to increase the cropping cycles from three to five years on marginal lands, alleviating pressure for new lands and providing more time for land fallowing. During FY 98, over 1,400 producers invested in sustainable practices that conserve the natural resource base and improve productivity. Evidence that farmers are adopting productivity-enhancing practices is significant. Increases in productivity also depend on farmers' marketing their production at profitable prices. USAID-assisted producers received about \$850,000 from their products. Villagers in one watershed stated that the revenue from their onions had helped them buy food during the dry season, thereby having to migrate to find work. About 200 producers stated that they used information, facilitated by a new market information system established by a Guinean NGO (FICA) and other USAID-supported interventions, for their marketing transactions.

**Micro- and Small Enterprise Activities Increased:** USAID's activities helped increase the

asset value of over 2,800 micro and small enterprises of which 65% were operated by women. The NGO, PRIDE, made about 14,000 loans for a total value of \$3 million in 1998, and women received 67% of the loans. A 1995 GEMINI impact evaluation reported a positive correlation for an enterprise receiving a loan from PRIDE and its revenues, number of employees, and asset value. These findings will be reconfirmed in 1999. Progress was also made this year in transforming PRIDE/Finance into an independent microfinance institution as its board of directors was elected, and its training unit became a separate entity.

**Favorable Policy Environment Established:** Long-term investments in natural resource management depend to a large extent on land tenure security. To promote long-term investments in the absence of an effective application of the land code, the NRM Project has helped villagers and communities obtain long-term land-use agreements with land-owners. By year's end, 59 land-use agreements had been signed, an increase of 55% from 1997.

**Prospects and Management Actions:** Before expanding geographically, the program will require building the capacity of local partners and demonstrating the viability of intensive production practices. There will be a lag between progress at the IR and SO levels until 2001. However, starting in FY 2001, the NRM SO will be ready for a take-off. Based on experience gained with the initial co-management agreement, local contracting and programmatic methods of environmental assessment, over 50,000 ha of forests will be under sustainable management. The area under sustainable agricultural practices will exceed 1,000 ha. Thousands of producers will have invested in productivity-enhancing practices. With the improvement of the market information system and other services provided by FICA and ENRMA, producers will market produce more efficiently. About 5,000 micro- and small enterprises will have expanded their operations. The Ministry of Agriculture will continue supporting community-based natural resource management. The Land Code will have been applied in the rural areas and the number of land use agreements will reach 150.

The NRM-SO team, together with Mission management, decided to extend the Agricultural Marketing and Investment Promotion Project by one year, to September 30, 1999, in order to investigate options for leveraging as much benefit as possible of the underutilized loan guarantee fund for the new SO program. One option currently being explored is the possibility of extending the credit facility to allow access to PRIDE to fill a funding gap for a business plan intended to transform PRIDE/Finance into a financially viable microfinance institution by 2002. To maximize results, efforts will be made to develop synergy with activities implemented in the same target areas under other USAID-support Strategic Objectives. Discussions are underway to bring CLUSA training into watershed target sites.

#### **4. Other Donors:**

USAID will increase its efforts to establish a synergistic relationship with other donors who support NRM-related activities in the Fouta Djallon and other regions. In the Forest Region, USAID will encourage UNHCR, GTZ and others involved in refugee assistance to help develop local micro- and small enterprises and agricultural production.

## 5. Performance Data Tables

<b>OBJECTIVE:</b> Increased Use of Sustainable Natural Resource Management Practices <b>APPROVED:</b> 09/1997 <b>COUNTRY/ORGANIZATION:</b> Guinea			
<b>RESULT NAME:</b> Increased use of sustainable natural resource management practices			
<b>INDICATOR:</b> (a) Area of forests in the zone of activity managed according to a sustainable management plan			
<b>UNIT OF MEASURE:</b> Hectares (ha) <b>SOURCE:</b> DNEF: Performance Results Reports provided by Watershed Management Units from Disa, Koundou and Diaforé following indicators workshop held in Conakry in October 1998. (Disa: Report dated February 25, 1999, page 2; Koundou: Report dated December 1998, page 2; and Diaforé: Report dated December 28, 1998, page 2). <b>INDICATOR DESCRIPTION:</b> The cumulative number of hectares of forest land managed by communities, households or the State according to a management plan which lays out in detail how the critical natural resources (soil, forest, range, habitat, fauna, and water) will be managed. The plan must include the actions and their implementation schedule in terms of time and space, and the resources necessary for the implementation. A management plan is deemed sustainable if it conserves the natural resource base while increasing benefices to resource users. The term "community" refers to a village, a hamlet, a group of villagers/farmers, or an association of farmer/villager groups. <b>COMMENTS:</b> The planned target for 1999 has been revised downward due to expected delays in carrying out an environmental assessment and implementing the co-management plan for the Souti-Yanfou Classified Forest. However, the target for 2000 has been revised upward as lessons learned from the completed Nyalama Classified Forest plan are expected to be applied to more two classified forests in the year 2000. The 1997 actual value was revised downward by 6 ha as a result of a slight revision to the definition of the indicator.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1992		0
	1993		1
	1994		7
	1995		78
	1996	10,017	10,098
	1997	19,000	10,119
	1998	20,000	10,148
	1999	10,350	
	2000	49,000	

<b>OBJECTIVE:</b> Increased use of sustainable natural resource management practices <b>APPROVED:</b> 09/1997 <b>COUNTRY/ORGANIZATION:</b> Guinea			
<b>RESULT NAME:</b> Increased use of sustainable natural resource management practices			
<b>INDICATOR:</b> (c) Area of land under sustainable agricultural practices in the zone of activity			
<b>UNIT OF MEASURE:</b> Hectares (ha) <b>SOURCE:</b> DNEF, OICI: Performance Results Reports provided by Watershed Management Units from Dissa, Koundou and Diaforé and from OICI Project following indicators workshop held in Conakry in October 1998. (Dissa: Report dated February 25, 1999, page 4; Koundou: Report dated December, 1998, page 4; Diaforé: Report dated December 28, 1998, page 4; and OICI Project: Report dated January 28, 1999, page 1). <b>INDICATOR DESCRIPTION:</b> The cumulative number of hectares on which communities and/or households apply practices which have been shown to decrease degradation rates of critical natural resources (e.g., soil, forest, range, habitat, fauna, and water). Specialists from the GOG and other institutions identify such practices for each land type. <b>COMMENTS:</b> 1999 and 2000 targets have been revised upwards from 200 ha and 300 ha, respectively, based on promising results in the past year.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1992		0
	1993		8
	1994		48
	1995		68
	1996		98
	1997	120	127
	1998	160	233
	1999	372	
	2000	639	

<b>OBJECTIVE:</b> Increased use of sustainable natural resource management practices <b>APPROVED:</b> 09/1997 <b>COUNTRY/ORGANIZATION:</b> Guinea			
<b>RESULT NAME:</b> IR-3 -- Micro- and small enterprise activities increased			
<b>INDICATOR:</b> (b) Number of non-agricultural production enterprises which have expanded in activity zone			
<b>UNIT OF MEASURE:</b> Number <b>SOURCE:</b> VITA/PRIDE quarterly report for the period October to December 1998, annex 14, page 01. The data provided by VITA/PRIDE are based on the calendar year. <b>INDICATOR DESCRIPTION:</b> This indicator provides the number of non-agricultural production enterprises which have expanded in the zone of intervention. The expansion of enterprises can be measured by increasing revenues, number of employees, and/or assets. A microenterprise has no more than three employees. A small enterprise has between four and ten employees <b>COMMENTS:</b> This is a new indicator this year. Therefore, no planned target exists for 1998. Due to data availability, a positive change in asset value held by enterprises from the beginning to the end of the year is utilized for this year's reporting purposes as the proxy measure to indicate the number of enterprises that have expanded. This information will be supplemented with empirically gathered employment and revenue data, as feasible, over the coming year in order to enhance the validity of the results.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1992		3
	1993		21
	1994		789
	1995		2,120
	1996		2,261
	1997		1,849
	1998		2,817
	1999	3,380	
	2000	4,056	

<b>OBJECTIVE:</b> Increased use of sustainable natural resource management practices <b>APPROVED:</b> 09/1997 <b>COUNTRY/ORGANIZATION:</b> Guinea			
<b>RESULT NAME:</b> IR 4 -- Favorable policy environment established			
<b>INDICATOR:</b> (b) Number of land-use agreements between land-owners and land-users signed			
<b>UNIT OF MEASURE:</b> Cumulative number <b>SOURCE:</b> Winrock reports, DNEF: Performance Results Reports provided by Watershed Management Units from Dissa, Koundou and Diaforé following indicators workshop held in Conakry in October 1998. (Dissa: Report dated February 25, 1999 page 24; Koundou: Report dated December 1998, page 24; and Diaforé: Report dated December 28, 1998, page 24). <b>INDICATOR DESCRIPTION:</b> A land-use agreement is a document by which the land owner(s) allow an individual land-user or a group of land-users to have long-term usage of the land. These agreements give a certain degree of land security to landless people, and also encourage longer-term investments in agroforestry and other natural resource conservation practices. The work undertaken by the University of Wisconsin's Land Tenure Center under the Natural Resource Management Project serves as a model for this type of land-use agreement. <b>COMMENTS:</b> This is a new indicator this year. Therefore, no planned target exists for 1998.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1992		0
	1993		12
	1994		23
	1995		32
	1996		37
	1997		38
	1998		59
	1999	75	
	2000	100	

## **STRATEGIC OBJECTIVE 2:     Increased Use of Essential FP/ and STI/HIV/AIDS-Prevention Services and Practices**

### **1. Summary**

With a total fertility rate of 6.6 and a population growth rate of 2.8%, Guinea's population of 7.6 million is increasing rapidly. The maternal mortality rate is 670/100,000; and contributing to the desire for many children is a high infant mortality rate of 210/1000. Because these high population growth rates impede economic development, the Mission, in partnership with the Ministry of Health, revised its health strategy in 1995. Building on the foundation of the old strategy, the new strategy integrates maternal and child health (MCH) and sexually-transmitted infections, human immuno-deficiency virus and acquired immune disease syndrome (STI/HIV/AIDS) with family planning activities. Furthermore, in order to better focus and maximize impact, the strategy separates the private and public sectors of Family Planning and Maternal Child Health into two discrete implementation activities.

Approved in 1997, the new health strategic objective, "Increased use of essential FP/MCH and STI/HIV/AIDS-prevention services and practices," has four intermediate results: 1) increased access to prevention services and products; 2) improved quality of prevention services and products; 3) increased demand and behavior change for prevention services, products and practices; and 4) more effective response among donors, government, community organizations, NGOs and private sector in addressing critical health system constraints. The ultimate beneficiaries are pregnant women, women of child-bearing age, children under five and sexually-active adults.

### **2. Key Results**

Two important studies were completed and are being used to develop implementation strategies for SO activities.

A 1998 Situation Analysis, an in-depth analysis on the functioning of health centers, was disseminated nationwide in November of 1998. This study provides valuable information on access, quality and demand which assisted the public sector grantee (MSH/PRISM) in developing its strategies for working with the health centers in the Upper and Forest Regions of Guinea.

A Social Soundness Analysis was completed and presented to the Ministry of Health and partners in October 1998. The analysis revealed significant insights about the concept of participation in two different ethnically diverse regions of the activity. These findings will be helpful in the design and implementation of health activities, especially at the community level both for both rural and urban settings.

Community support and participation is of major importance when tackling sensitive subjects

such as FP and STI/HIV/AIDS-preventative services to involve community leaders, religious and women's groups. In collaboration with the "Union of the Oulemas," an important Muslim association of religious leaders, three regional workshops were conducted. The purpose of each workshop was to support key community/religious leaders in advocating the use of FP services in health centers and condoms for HIV/AIDS prevention. An important outcome of this collaboration was the declaration of support for condom utilization and the leveraging of the German Development Bank (KFW) funds by USAID to co-finance the private social marketing activity. Although KFW did not make good on its pledge until the first quarter of FY 99, it retroactively covered costs for the project starting in June of 1998. In 1994, the MOH, USAID and KFW began exploring the possibility of jointly funding a social marketing activity. Finally, after five years, the co-financing has become a reality.

Over all, performance during the reporting period has been on track. In the public sector, first year results were achieved. Despite a stockout of contraceptives under the private sector activity, which was due to the delay in receiving matching donor funds, activities are moving ahead at a normal pace. The public and private sector activities jointly educated over 700 community and religious leaders on the positive aspects of family planning and AIDS-prevention.

### **3. Performance and Prospects**

The two main indicators used for tracking increased use of essential FP/MCH and STI/HIV/AIDS-prevention services and practices are Couple Year Protection (CYP) and Contraceptive Prevalence Rate (CPR) for modern methods. CYP captures the mix of contraceptive methods and measures the total family planning effort of the Missions activities. During FY 98, CYP increased by 11%, from 39,487 to 44,907. Since 1992, when the Mission started tracking CYP, there has been an overall upward trend showing an almost fourfold increase. To obtain reliable data on CPR, the Mission must wait until the third quarter of 1999 when the next Demographic Health Survey (DHS) will be completed for Guinea. The last reliable results available are from the 1992 DHS when CPR was 1% for modern methods for married women of reproductive age.

#### **IR 1 - Increased access to FP/MCH and STI/AIDS - prevention services and products:**

Access to essential health services depends on whether essential products and services are available both in the public and private sector. To track access in the public sector, the SO team is measuring the number of health centers in the target areas which have integrated family planning and STD/HIV/AIDS services. From 1997 to 1998 the number of integrated health centers in the target area increased from 60% to 80% (see table). Starting with no integrated health centers in 1992, there has been a steady upward trend of integrating these centers. Presently, there are now over 138 such centers. To capture access in the private sector, the Mission is tracking expansion of sales points in *sous-prefectures*. Starting in 1996 only 12% of the *sous-prefectures* had sales points. As of 1998, the percentage of *sous-prefectures* with sales points has increased to 31%.

**IR 2 - Improved quality of FP/MCH and STI/AIDS-prevention services and products:**

The Mission is actively engaged in the development and dissemination of a training manual entitled 'Norms and Procedures'. This document will contain the standards and protocol for treatment of clients in public health centers throughout Guinea. It will be used to monitor the improvement of quality of services by following the percentage of health center clients observed to have been treated and counseled in accordance with MOH clinical norms and procedures for FP/MCH and STI/HIV/AIDS-services.

**IR 3 - Increased demand and behavior *change* for FP/MCH and STI/AIDS-prevention services, products and practices:**

The Mission's approach to stimulating demand and behavior change is to focus on improving coordination of IEC programs, increasing provider-client interaction, improving IEC management and enhancing community involvement. Specific examples of IEC activities occurring under the Mission SO include: providing technical assistance to the MOH in developing national and regional IEC strategies and action plans; training health care providers in effective IEC methods, and increasing and training the number of community-based providers in IEC methods. One important aspect of work done this year by the public sector grantee was assistance provided to the MOH to develop their national Reproductive Health (RH) IEC strategy. Initial meetings were held, and steps were identified to finalize the national RH IEC strategy as well as to elucidate areas that are unclear under the current strategy. Presently, a draft of the strategy exists and will be finalized in 1999. The private sector activity has also been active in IEC. Ninety presentations on FP and STI/HIV/AIDS targeting adolescents were held during the fiscal year.

**IR4 - More effective response among donors, government, community organizations,**

**NGOs and private sector in addressing critical health system constraints:** Many critical health system constraints associated with developing countries are evident in Guinea: a) limited donor partnership at the national level; b) uneven level of capacity and involvement of the local organization; c) limited inter-sectorial collaboration within government and among private and public and traditional sectors; and d) limited capacity of NGOs and other local organizations and public health system to work together to solve health problems. Highlighted this reporting period is the work done by the Mission in donor partnership/co-financing where three activities are being co-financed by other donors: (1) the Urban Initiative co-financed by the European Union; (2) the Situation Analysis co-financed by United Nations Population Fund (UNFPA); and (3) the DHS co-financed by UNFPA, World Health Organization (WHO) and United Nations Children Fund (UNICEF). This leveraging of donor support is also attested by the Mission's three NGO financed activities. For example, USAID-funded Africare activities in Dabola and Dinguiraye is receiving support from UNICEF for a nutrition workshop.

In the long run, the prospects for achieving the results of the health SO are excellent. The health team is currently working with the MOH to develop a 10 year plan for health and is taking the lead in defining policy issues such as equity and integrated management of childhood illness and nutrition. The new health activity is supporting training activities in

maternal and child health, an important component under the new strategic objective.

#### **4. Donors**

USAID and the UNFPA are currently the two major donors supporting RH activities in Guinea. Starting in 1999, the World Bank will also be supporting reproductive health activities throughout the entire country with an estimated budget of 37 million USD over 12 years. The SO team also enjoys excellent working relations with other donors which include the UNICEF, German Development Bank (KFW), German Development Organization (GTZ), European Union (EU), Cooperation Francaise, Canadian Development Organization (ACDI) and the Japanese.

**Principal Grantees:** The three principal grantees are: 1) Management Sciences for Health, implementing activities in the public sector; 2) Population Services International and its local Guinean NGO affiliate OSFAM, implementing the social marketing activity which targets the private sector; and 3) Africare, implementing a community based activity.

## 5. Performance Data Tables

<b>OBJECTIVE: SO2 - Increased Use of Essential FP/MCH and STI/HIV/AIDS-Prevention Services and Practices</b> <b>APPROVED: 09/15/97 COUNTRY/ORGANIZATION: USAID/Guinea</b>			
<b>RESULT NAME: Strategic Objective - Increased Use of Essential FP/MCH and STI/HIV/AIDS-Prevention Services and Practices</b>			
<b>INDICATOR: Couple Years of Protection (CYP)</b>			
<b>UNIT OF MEASURE:</b> The total contraceptive protection provided by family planning programs in Guinea expressed in terms of couples protected for one year <b>SOURCE:</b> MOH/PRISM/UNFPA, Service Statistics and PSI sales Statistics. * 1998 data from PSI memorandum. Annual data received December 1998. * 1998 data from MSH/PRISM 4th quarter report - page 11. For additional information, please see comments section below. <b>INDICATOR DESCRIPTION:</b> Based upon volume of all contraceptive commodities distributed to warehouses, vendors or clients in one year by family planning /social marketing programs. <b>COMMENTS:</b> * Contraceptive commodities include condoms, birth control pills, depo-provera spermicides, IUDs and sterilization. * Data represents both the public and private sectors. The public sector is regional, Upper and Forest Guinea, and the private sector is national. * Data from private sector represents distribution to wholesalers, vendors and clients. * Data include information on refugees. * Data from 1992 to 1997 not yet verified. Verification will occur in March 1999 with assistance from Measure II. * USAID methodology used to determine CYP changed in 1997. This change resulted in a decrease in CYP for Guinea. The major change in calculating CYP pertained to the number of condoms per CYP and the majority of CYP in Guinea from condom sales.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1992		12,807
	1993		15,135
	1994		18,550
	1995		39,000
	1996		43,219
	1997	40,834	38,909
	1998	49,462	44,907
	1999	59,769	
	2000	64,308	
	2001	78,577	
	2002	88,173	

**OBJECTIVE: SO2 - Increased Use of Essential FP/MCH and STI/HIVAIDS-Prevention Services and Practices**

**APPROVED:** 09/15/97 **COUNTRY/ORGANIZATION:** USAID/Guinea

**RESULT NAME:** I.R. 2.2 - Improved Access of FP/MCH and STI/AIDS Services and Products

**INDICATOR:** Integration of Family Planning and STI/HIV/AIDS Services

**UNIT OF MEASURE:** Percentage of health centers in target areas providing family planning and STI/HIV/AIDS services.

**SOURCE:** PRISM, MIS or facility surveys  
\* 1998 data from MSH/PRISM 4th Quarter Report page 10.

**INDICATOR DESCRIPTION:** Number of health centers in the targeted areas that provide FP & STI/AIDS services / total # of health centers in the targeted areas.

**COMMENTS:**

\* Indicator is regional (Upper and Forest Guinea)  
\* Number of health centers to be integrated is 176  
\* Data from 1992 to 1997 not yet verified.  
Verification will occur in March 1999 with assistance from Measure II.

YEAR	PLANNED	ACTUAL
1992		9%
1993		29%
1994		40%
1995		58%
1996		60%
1997		60%
1998	80%	80%
1999	85%	
2000	90%	
2001	95%	
2002	100%	

**OBJECTIVE: SO2 - Increased Use of Essential FP/MCH and STI/HIV/AIDS-Prevention Services and Practices**

**APPROVED:** 09/15/97 **COUNTRY/ORGANIZATION:** USAID/Guinea

**RESULT NAME:**I.R. 2.1 - Increased Access to FP/MCH and STI/AIDS Services and Products

**INDICATOR:** Availability of Family Planning & Health Products from Points of Sale

**UNIT OF MEASURE:** Percentage of all Guinean sous-prefectures that have a point of sale for family planning and/or health products

**SOURCE:** PSI, MIS

\* 1998 data PSI memorandum February 1998.

**INDICATOR DESCRIPTION:** Sous-prefectures which contain a functional point of sale for FP and /or health products / Total number of Sous-prefets

**COMMENTS:**

\* Functional is defined as having been in business for 3 months.

\* "point of sale" is defined as any place where socially marketed health products can be purchased by clients.

\* National

\* The number of sous-prefets is 299.

\* Data for 1997 was not collected.

YEAR	PLANNED	ACTUAL
1996		12%
1998	30%	31%
1999	47%	
2000	65%	
2001	83%	
2002	95%	

### **STRATEGIC OBJECTIVE 3:      Quality Primary Education Provided to a Larger Percentage of Guinean Children, with Emphasis on Girls and Rural Children**

#### **1. Summary**

The second phase of the Government of Guinea's (GOG) primary education reform program (1996 - 2000) focuses on improving the *quality and equity* of education, and increasing *local community participation* in school-level education management. In 1997 USAID started full-scale implementation of its program through the Fundamental Quality and Equity Levels (FQEL) activity. The ultimate customers are Guinea's 1.3 million primary school-age children and 14,000 teachers. Intermediate beneficiaries are the personnel and structures of the Ministry of Pre-University Education (MEPU), parents' and community associations, and education-sector NGOs. This SO has three intermediate results (IRs) which are detailed below in the Performance and Prospects section.

#### **2. Key Results**

During the reporting period significant progress was made in the launching of Guinea's first interactive student radio programs. A key step on the path to sustainable development was the reactivation of the MEPU's Steering Committee. At the local level 12 NGO facilitators planned and implemented 709 training sessions for 61 PTAs, 25 of which also received funding for school improvement projects. A National Girls' Education Working Group was formed with leaders representing the public and private sectors, the religious community, the mass media, and civil society. An intensive series of focus group consultations was held to sensitize communities to the importance of girls' schooling.

#### **3. Performance and Prospects**

FY98 was the first year of active implementation of FQEL activities, since most of 1997 was taken up with activity start-up. At this point the SO team is reporting on incremental progress and "milestones" that have been achieved, as it is too early to report on national impact of FQEL interventions. SO performance over the past year has been on track overall, with mixed results in some sub-areas. The most positive performance development was that the contractor EDC's activity (covering most of IRs 1 and 2) made a strong recovery in FY 98 and is now operating at full force and reaching planned milestones.

At the macro level, while the gross enrollment rate (GER) for primary education continued to climb, this year's number is slightly below the target (see Table 1). This slower growth was anticipated by the Mission and is due in part to the use of the 1996 census numbers as opposed to projections based on a previous census. A chief impediment to further growth is Guinea's critical shortage of teachers, as the demand has far outstripped the supply of qualified personnel. To address this problem, the World Bank and MEPU have designed a

fast-track training program, which prepared 1,476 persons for student teaching assignments in the 1998/99 school year, to be followed by 1,368 for 1999/2000. While imperfect, the strategy should increase the supply of teachers.

Important information about USAID-supported results in equity was obtained this reporting period: CDIE conducted a study in Guinea to assess the extent to which USAID's support to equity interventions in education sector reform had contributed to increasing and improving the basic education of girls as well as boys. From 1993-95, USAID Guinea sponsored an awareness campaign for girls' education in eight pilot districts through the MEPU's Equity Committee. Findings of the study show that, "*...In striking contrast to the national pattern, the gender gap in pilot districts dropped dramatically in the period from 1992 to 1996...*Analysis of enrollment data show that the gains for girls were not made at the expense of boys. The declining gender gap shows rather an extremely high level of expansion of girls' enrollment." This information will help shape future equity-oriented activities.

**Intermediate result 3.1: Improved Sectoral Strategic Planning, Management, and Decision-Making:** FQEL helped the MEPU's Steering Committee reactivate and make substantial progress to develop its strategic vision during this period. This result is key to improving the education policy dialogue environment in Guinea, as the Steering Committee serves as a forum for making decisions about the progress of the primary education system. After a series of consultations with education officials, teachers, and civil society representatives in each of the administrative regions of the country, a MEPU technical team finalized a set of FQEL indicators. Impressive baseline educational management system (EMIS) data on the system's strengths and weaknesses was used in the FQEL analysis (Table 2). FQEL initiated implementation of its technical assistance program with the MEPU's financial and administrative directorate (DAAF). Early indications show that achieving results in this area will be more difficult than in others, due in part to the lack of long-term technical assistance as well as DAAF staffing shortages and leadership weaknesses. USAID and other donors brought these issues to the MEPU's attention and as a result the MEPU named a new DAAF Director in September 1998. Initial reports about the change are positive, and USAID and its partners are contemplating exploring options to support the turn around.

During FY 99 the Steering Committee will finalize its strategic vision and approve an operational plan for the ongoing FQEL consultative process. Central and regional MEPU personnel will be trained in the use of the multi-year FQEL planning framework. The contractor (EDC) will update its strategy for achieving results in the financial management component.

**Intermediate Result 3.2: Improved Instruction in Primary Schools:** The reporting period saw the first major results in the quality area. In 1998 an important step for curriculum improvement was taken: instructional objectives for math & French in Grades 1 & 2 were completed (see Table 3). FQEL produced its first interactive student radio programs and

initiated planning of each of the multi-channel elements. The student programs are the first of this type to be used in Francophone West Africa - other countries in the region (e.g. Chad) have already expressed interest in observing Guinea as a model case. Planning was underway for delivery of the new in-service teacher training activities (including use of radio, face-to-face interactions and cluster meetings). Technical assistance also began for student testing.

In 1999, weekly teacher training methodology radio programs are to be broadcast. Instructional objectives for Grades 3 & 4 will be developed and approved. Teachers' manuals for Grades 1 & 2 and student brochures for Grades 1 & 2 will be designed and tested. Baseline testing for Grade 2 student assessment begins in early FY 99.

**Intermediate Result 3.3: Improved Opportunities for Regional and Gender Equity in Primary Education:** The activities of World Education, Save the Children, and Plan Guinea strongly support both regional and gender equity because they are based in rural communities with some of the lowest rates of schooling in the country, particularly for girls. By choosing to work in these especially disadvantaged areas, the activities contribute directly to improving opportunities to achieve regional and gender equity (see Table 4).

Construction of the first 4 *Save the Children* (SAVE) schools was completed during the reporting period. Subgrants were given to 3 local partner NGOs in July 1998. Animators from SAVE and the local NGOs made the final selection of 11 new partner villages for year 2 of the activity. These villages were awaiting arrival of MEPU teachers, who were late in coming because of the already described teacher shortage. It will be necessary to track this situation to ensure that the teachers arrive. PTA members were recruited and began training. In the next reporting period SAVE will begin construction of 11 new schools with completion scheduled for the end of calendar year, followed by a mid-term evaluation in early 1999.

*World Education Guinea* (WEG)'s four-month pilot interventions targeting capacity-building for PTAs and partner NGOs began in late 1997. By September 1998, twelve local NGO facilitators working with WEG had planned and implemented 709 training sessions for 61 PTAs, 25 of which also received WEG funding for school improvement projects. A February 1999 mid-term evaluation will focus on the training *impact*. To date WEG has met or exceeded each of its planned performance outcomes. During the next period, WEG will negotiate a protocol with 10 new NGO partners and extend training support to additional PTAs.

The Girls' and Women's Education (GWE) activity moved ahead during this period. Plan Guinea officially formed the National Girls' Education Working Group with leaders representing the public and private sectors, the religious community, the mass media, and civil society. In 1998, GWE launched national and community consultations in Conakry and 18 prefectures (140 focus groups). Communities were consulted regarding their feelings about barriers to girls' education and proposed solutions. Findings from the focus groups are being used to design community-level pilot activities and to inform national strategy

development. Activities for next year include holding a National Girls' Education Day, implementing a communications program for girls' education, testing two community-level pilot intervention programs, and developing a National Strategy for Girls Education.

**Possible adjustment to plans:** (1) Current SO activities will end by FY02. The team and Mission management have decided to proceed with a limited sector assessment in FY99 leading to new activities for the remainder of the CSP period to (2005); (2) EDC's performance in providing technical assistance to the DAAF will be closely monitored, as progress in financial reform is key to FQEL. The DAAF is now receiving significantly increased technical assistance and the nomination of a new DAAF director has helped get reforms moving.

#### **4. Other Donors**

For the period 1996 - 2000, the World Bank education reform program will total approximately \$53 million, covering school construction and nutrition programs, and school micro-projects. The French contribute \$5 million for various technical assistance, and UNICEF, the Germans (GTZ), the Japanese (JICA), the European Union, and Canada are other key donors.

**Major Contractors and Grantees:** SO contractors are the Education Development Center and subcontractors Research Triangle Institute and Creative Associates. Grantees are World Education, Save the Children, and "Plan Guinea" (an affiliate of Plan International).

## 5. Performance Data Tables

<b>OBJECTIVE: Quality Primary Education Provided to a Larger Percentage of Guinean Children, with Emphasis on Girls and Rural Children</b> <b>APPROVED: October 1997 COUNTRY/ORGANIZATION: USAID/Guinea</b>			
<b>RESULT NAME: Quality Primary Education Provided to a Larger Percentage of Guinean Children, with Emphasis on Girls and Rural Children (Objective level)</b>			
<b>INDICATOR: Primary school gross enrollment rate</b>			
<b>UNIT OF MEASURE:</b> Percent of Guinean Children age 7-12 (percent) enrolled in Grades 1-6 <b>SOURCE:</b> Ministry of Pre-University Education's Annual Report - Service of Statistics and Planning (1997-98), pages 1 and 83. <b>INDICATOR DESCRIPTION:</b> Primary school students as a percentage of children aged 7-12 <b>COMMENTS:</b> * Numbers in parentheses are the girls' gross enrollment rate for each year. * Statistics given in this table were updated using the latest information available from the Ministry of Pre-University Education's Annual Statistics Report (1997-1998) dated July 1998. * National GER was lower than target for 1998. This is due in part to the fact that population numbers being used are now based on 1996 census data, as opposed to <i>projections</i> based on a previous census that were being used to calculate the student population before. In addition, a severe shortage of teachers is slowing down enrollment growth. (See "Performance and Prospects" section for discussion). Fast-track teacher certification strategies were undertaken in 1998 to rapidly increase teacher supply: it will be necessary to monitor the effect that these strategies have over the next several years to gauge whether enrollment growth targets remain realistic or need to be modified. * Urban/rural breakdown will be provided in the next R4.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL national / (girls)</b>
	1991		31.8% (19.7%)
	1992		31.9% (19.7%)
	1993		36.7% (22.8%)
	1994		40.1% (25.7%)
	1995	43.7%	44.5% (29.3%)
	1996	46.6%	46.5% (31.5%)
	1997	50.2%	50.5% (35.5%)
	1998	53.0%	51.0% (36.9%)
	1999	56.2%	
	2000	59.4%	
	2001	62.6%	

<b>OBJECTIVE: Quality Primary Education Provided to a Larger Percentage of Guinean Children, with Emphasis on Girls and Rural Children</b> <b>APPROVED:</b> October 1997 <b>COUNTRY/ORGANIZATION:</b> USAID/Guinea			
<b>RESULT NAME:</b> IR 3.1 Improved Sectoral Strategic Planning, Management, and Decision-Making			
<b>INDICATOR:</b> Education Management and Information System (EMIS) data used to plan, analyze, and refine Fundamental Quality and Equity Levels (FQEL)			
<b>UNIT OF MEASURE:</b> Yearly measurement of the degree to which EMIS data is integrated into the development of the FQEL framework. <b>SOURCE:</b> Activity records and documentation kept by FQEL team showing that EMIS data is being used for the FQEL planning including contractor's official submission of performance-based milestone documentation (Milestones 2.4, 3.4 and 4.3); and SO3 team members' reports. For this year's data: "7th Quarterly Report," EDC, p. 6; Chassy-Bah email "Observations on Comité de Pilotage Meeting," July 17, 1998; and "Analytical Progress Report on the MEPU's Achievement in Defining Measurable Annual Targets in their Planning" <b>INDICATOR DESCRIPTION:</b> The indicator tracks progress toward integrating EMIS data into the FQEL framework. Progress measurements are made each year with the goal that in year 1 EMIS data will be reviewed; in year 2 it will be analyzed for its applicability in the FQEL framework; in year 3 data will be actively used as part of the framework; in year 4 continued refinement and revision of data and its use in FQEL will take place; and in year 5 the FQEL system will have EMIS data fully integrated and operational as an ongoing planning tool. <b>COMMENTS:</b> The analysis using EMIS data for 1998 was done during the reporting period, as witnessed by SO team members in numerous documents received and meetings conducted during that period. This analysis was slated for presentation to the MEPU's Steering Committee in late October 1998.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1997	Reviewed	Reviewed
	1998	Analyzed	Analyzed
	1999	In use	
	2000	Refined	
	2001	Operational	

**OBJECTIVE: Quality Primary Education Provided to a Larger Percentage of Guinean Children, with Emphasis on Girls and Rural Children**

**APPROVED:** October 1997 **COUNTRY/ORGANIZATION:** USAID/Guinea

**RESULT NAME:** IR 3.2 Improved Instruction in Primary Schools

**INDICATOR:** Provisional instructional objectives (Grades 1-4: math and French; Grades 5-6: math, French and science) completed and approved by MEPU counterparts in a form suitable for materials development

**UNIT OF MEASURE:** List of objectives with official MEPU counterpart approval for use in materials and test development

**SOURCE:** EDC records: Milestone document with MEPU approval received by Cognizant Technical Officer (EDC Milestones 1.4, 2.6, and 3.5)

**INDICATOR DESCRIPTION:** Developing Instructional Objectives for Guinea's primary education system is a critical step leading to the production of teachers' manuals that will be used in the new in-service teacher training program. The objectives will also be used for classroom testing of innovative strategies and new pedagogical materials. A complete overhaul of the primary school curricula is planned for the 2000 - 2010 period.

**COMMENTS:** The FY97 R4 referred to fourth grade promotion rate as a quality indicator. The team feels that it is more realistic to report on grade 2 test results; since instructional objectives development is planned, starting with grades 1 & 2, then 3-6. The team expects to see grade 2 results in FY2000.

YEAR	PLANNED	ACTUAL
1997	-----	-----
1998 (March)	Grades 1 & 2 - math & French completed	completed on schedule
1999 (March )	Grades 3 & 4 - math & French completed	
1999 (July)	Grades 5 & 6 - math, science & French completed	

**OBJECTIVE: Quality Primary Education Provided to a Larger Percentage of Guinean Children, with Emphasis on Girls and Rural Children**

**APPROVED:** October 1997 **COUNTRY/ORGANIZATION:** USAID/Guinea

**RESULT NAME:** IR 3.3 Improved Opportunities for Regional and Gender Equity in Primary Education

**INDICATOR:** Number of primary schools with increased parental/community support in beneficiary regions

**UNIT OF MEASURE:** Number of schools in targeted areas

**SOURCE:** Save the Children (SAVE) and World Education Guinea (WEG) quarterly reports; documented field visits by SO3 team members. For this year's data: "7th Quarterly Report," World Education, p. 7; "7th Quarterly Report," Save the Children, p.4

**INDICATOR DESCRIPTION:** Number of primary schools, in targeted regions, whose associated parental/community group received support in the following areas: defining PTA roles and responsibilities, mobilizing and managing school resources, school micro-projects, literacy programs, etc.

**COMMENTS:** There was an error in the chart for this indicator in the FY2000 R4: The correct unit being measured is the NUMBER of schools with increased support and not the PERCENTAGE, as was stated in the last R4.

WEG exceeded planned targets for the first year of the activity by working with 61 PTAs making maximum use of the local NGOs and associations with whom they work to reach the targeted PTAs.

The levels for planned activities in 2001 and 2002 will be determined over the next year as the SO team decides on whether and/or how to expand the coverage of this IR and its activities. Currently the WEG activity is scheduled to end in February 2000 and Save the Children in February 2001. Thus "TBD" (to be determined) was written for planned targets in those years.

YEAR	PLANNED	ACTUAL
1997	0	
1998	14 (10 - WEG, 4 - SAVE)	65 (61 - WEG, 4 - SAVE)
1999	38 (30 - WEG, 8 - SAVE)	
2000	72 (60 - WEG, 12 - SAVE)	
2001	TBD	
2002	TBD	

## **STRATEGIC OBJECTIVE 4:   Improved Local and National Governance Through Active Citizen Participation**

### **1. Summary**

This strategic objective has fostered stronger partnerships between Guineans and their government, businesses, and civil society groups at the local and national levels. Activities in transition characterized the reporting period. Consequently, results pertaining to local governance activities will be reported under the old SPO 1 results framework, and electoral assistance and civic-education activities will be reported under the SO4 results framework. In FY 99, the SO team will drop the SPO 1 results framework and report on the entire SO4 results framework.

During FY 98, the following outcomes were produced. The Cooperative League of the USA (CLUSA) combined capacity building and civic-education training to increase the level of democratic governance of local government units (LGUs) and rural group enterprises (RGEs). The SO team signed a SOAG with the government in July, recruited core team members, refined indicators, and generated a performance monitoring plan. Three important assessments were completed: The Guinean Civil Society, the National Assembly and Potential Sources of Conflict & Instability. They will provide an analytical basis for new activity designs. The last study underscored the precariousness of Guinea's current stability, motivating the Mission to adopt conflict *prevention* as a major program focus. Guinea's 7.6 million citizens are ultimate customers.

Four intermediate results comprise this SO, namely: (1) Effective Citizen Participation in Local Governance. (2) More Effective and Responsive National Assembly, (3) More Representative Political Processes, and (4) Articulation and Promotion of Citizen Interests.

**Planned Changes to SO:** The SO team will seek guidance from virtual partners in the D/G Center and Africa Bureau's Sustainable Development division to refine its results framework, given reduced funding and the recommendations made in the assessments mentioned above.

### **2. Key Results**

Results obtained met or exceeded planned targets. For example, CLUSA increased democratic governance in 22 LGUs and 149 RGEs, several of which partnered with one another to raise tax collection rates, extend public services, and build rural infrastructure in their communities. Last December, Guineans enjoyed their second opportunity to participate in a multi-party presidential election. Despite some irregularities, the government did a number of activities right. With USAID-coordinated donor assistance, it created the Superior Electoral Council (SEC), which provided a forum for conflict resolution and a participatory structure for election administration. NDI reached more than 50% of the Guinean population through a radio-based voter education campaign and trained over 15,000 political party delegates to

serve as poll watchers on election day. Finally, Guinea will soon become the first country participating in the Leland Initiative to connect its secondary cities to the Internet.

### **3. Performance & Prospects**

#### **SPO 1: Number of community level groups organized along democratic lines.**

The first CLUSA training module in the continuum, described in the data tables, formalized the relationship between client and service provider, instructing RGE how to develop formal relationships with external actors. The second training module enabled the RGE to engage in organizational analysis, strategic planning, and management by objectives. In many cases, these self-analysis modules led to weeding out the corrupt, ineffective, and/or inactive RGE members and officers. For example, 12 RGE wrote internal rules of order, 13 RGE applied their rules by fining members who failed to show respect for the rules, and another 8 RGE held elections for new board members. The third training module reinforced the need for the RGE members to engage in decision-making based on objective analysis rather than on ties of affection to an individual. The fourth training module, a training of trainers, transferred organizational management and analysis skills to the internal village animators. Finally, the last module increased RGE transparency and willingness to change. At the end of FY'98, 48 of 149 CLUSA RGE (32%) received legal standing, 15 of which were able to do so through the assistance of the CLUSA activity.

#### **SPO IR2: Decentralized planning and resource allocation by local governments.**

Participation in CLUSA training modules, described in the data tables, decentralized LGU planning and resource allocation. In general, these training modules energized the LGU members to streamline management and redefine personnel roles and responsibilities, to identify and undertake revenue-generating activities, and to establish better relations with their constituents, with RGE in particular and other external actors in general. For example, when one LGU council discovered its executive committee had mismanaged funds, it put into place a commission with oversight responsibilities for LGU management of community finances. Another LGU community council executive committee made public its decisions; as a result, it recovered 100% of the minimum local development tax. Finally, one LGU council invested approximately \$1,250 from tax revenues to construct homes for central government technicians assigned to work in the LGU. In particular, LGU personnel began to define their Mission and vision of what and whom they represent as elected public administrators.

**SO4 IR: Degree to which targeted elections are planned and held with participation of major opposition political parties and/or civil society organizations.** By election day, NDI trained approximately 15,000 poll watchers, selected from all major political parties. During field visits to the training sites, the D/G team observed instances of government interference. The government mobilized the civil service on a massive scale to promote President Conté's re-election campaign and to obstruct and intimidate opposition campaigns. The Mission will dialog with the government at the highest levels to reduce such irregularities in the upcoming elections. Overall, however, the NDI joint training contributed significantly to a peaceful

election day by increasing civic behavior among political activists. One trainee said, “We are all members of the same family of Guinea.” The government refused donor calls to establish an independent electoral commission. Instead, it established the SEC, and in doing so averted a likely opposition boycott of the presidential elections. An IFES specialist worked with political parties, CSOs, and with the government to propose the SEC’s terms of references, by-laws and internal rules of order. In the end, the SEC contributed to a more participatory and transparent environment. Five commissions addressed financial issues and opposition party grievances. They drafted internal rules of order, and lobbied the MID to include two opposition party members in each of the 8,000 polling station management committees. When the European Union (EU) was delayed in delivering promised financing for SEC operations, USAID/Guinea was able to fill the gap for start up of critical activities. Other donors – Canada, France, Germany, Japan, and UNDP – soon followed USAID’s example with their support.

**SO4 IR4: Number (percent) of populations in targeted areas who understand their roles and responsibilities as citizens.** NDI developed three voter education programs, which the government broadcast over rural radio in seven national languages. These programs enabled Guineans, reached by the broadcast, to better understand their rights and responsibilities, voting process, and civic behavior. One example of impact involved an opposition candidate, who requested the Caliph of Falloulaye’s blessing. When the local administrator learned of this request, he forbid the Caliph to give the blessing. The Caliph, who had heard the NDI radio programs, told the administrator that nobody could infringe on his liberty to support a candidate. Overall, the Mission and the government attribute the lack of violence on election day in part to the radio programs, co-produced by the government, civil society groups, and all the major political parties.

This year the D/G team, in partnership with the Natural Resource Management team and SOTELGUI, Guinea’s telecom, took steps to extend Internet connectivity to three Guinean regional capitals: Labe, N’Zerekore, and Kankan where USAID partners have regional offices. Second-city connectivity will enable USAID/Guinea’s partners to overcome the chief obstacles to achieving greater synergy, poor communication and geographic distance, and enhance their ability to serve their respective customers in a more cost-efficient manner. The Internet will connect the University of Kankan to educators and researchers around the globe, and Guinean entrepreneurs will benefit from increased access to new markets, information and customers.

#### **4. Other Donors**

USAID/Guinea the EU and other partners co-facilitated support of the presidential elections. Together, they will co-finance a study to assess the effectiveness of the donor's election support activities, drawing upon the lessons learned to re-create a similar coordination mechanism for supporting upcoming rural LGU and National Assembly elections. Donors from Canada, Japan, Germany, France, UNDP, and EU Missions have agreed to begin

meeting on a regular basis to discuss issues of conflict and instability after the Mission shared its study. At the local level, the World Bank, the International Foundation for Agricultural Development, and the French Agency for Development (ADF) are co-financing the Village Support Project (VSP), a 12-year \$200 million rural poverty alleviation project, which serves as the government's blueprint for decentralization. Leveraging the VSP would not only expand the geographic scope of the D/G program's local level activities but also enable the D/G team to improve its relationship with the ADF and the Bank, the two major players in decentralization.

**Key Activities and Partners:** CLUSA executes the civil society strengthening program, and ADF, the rural infrastructure activity. NDI and IFES executed electoral assistance activities.

**Expected Performance & Management Actions:** The government will soon announce its intention to hold rural local government and National Assembly elections next August. The D/G team would like to support both elections and expand its local governance activity. However, reduced funding levels even at their highest projected levels, \$2.9 million, will be insufficient to fund both activities. Renewing rural LGUs' expired mandates creates an enabling environment for the Mission's local level activities and ensures the sustainability of its local level investments.

## 5. Performance Data Tables

<b>OBJECTIVE: Foster Civil Society Development and Good Governance (SPO-1)</b> <b>APPROVED: 09/29/95</b> <b>COUNTRY/ORGANIZATION: USAID/GUINEA</b>			
<b>RESULT NAME:</b> Fostering civil society development and good governance (Objective level)			
<b>INDICATOR:</b> Number of community level groups organized along democratic lines (SPO-1, Indicator 1)			
<b>UNIT OF MEASURE:</b> Number of local level rural group enterprises (RGE) <b>SOURCE:</b> CLUSA - 1998 Quarterly Reports (#1 pp 1, 31-39; #2 pp 4-19; #3 pp 2, 3), 1997 Annual Report pp 7-9, 16. Democracy & Governance core team field reports. <b>INDICATOR DESCRIPTION:</b> Demonstration of democratic principles by rural group enterprises (RGE) in management, accountability/transparency, participatory decision-making, bylaws, internal rules of order, presence and operation of financial oversight committee, regular elections held according to plans and procedures agreed upon by general assembly. Community level groups are defined as RGE. <b>COMMENTS:</b> In 1998, the cumulative number of RGE with which CLUSA has worked was 158. However, SO4 reported the number of RGE which currently remain actively engaged in a partnership with CLUSA. Nine (9) first-generation (1996) RGE partners chose to end or suspend their collaboration with CLUSA during FY'98 due to lack of credit services forthcoming. *SO4 used the continuum below, based on the progression of training modules offered to Rural Group Enterprises (RGE) by CLUSA, to assess the qualitative degree to which RGEs progressed in adopting and practicing democratic management principles (training outputs included): negotiation and signature of partnership agreements - 50 RGEs signed agreements; enterprise self-analysis - 70 RGE began and/or completed enterprise self-analysis; choice of internal village animators - RGEs selected a total 221 internal village animators, of which 40% are women; transfer of technical competencies to animators - 33% animators began training; and organizational restructuring - 84 RGEs began to restructure their organizations and 88 RGE continued the process. *Female, majority of members and leadership is women; male, majority of members and leaders is men; mixed, all others.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1996	50	86
	1997	100	130
	1998	150	149* 17 female 26 male 106 mixed
	1999	200	

<b>OBJECTIVE: Foster Civil Society Development and Good Governance (SPO-1)</b> <b>APPROVED: 09/29/95      COUNTRY/ORGANIZATION: USAID/GUINEA</b>			
<b>RESULT NAME:</b> (Intermediate Result level) Increased governance in local level civic organizations and local government units			
<b>INDICATOR:</b> Decentralized planning and resource allocation by local government units (LGU)			
<b>UNIT OF MEASURE:</b> Number of LGU using decentralized planning and resource allocation in their governance practices. <b>SOURCE:</b> CLUSA - 1998 Quarterly Reports (#1 pp. 6, 7, 11,12,15, 18-22, 29; #2 pp 4-17; #3 pp. 5-7, 12); 1997 Annual Report (pp 7, 10, 16); SO4 core team field trip reports. <b>INDICATOR DESCRIPTION:</b> This indicator seeks to measure the degree to which LGU open up their governance process to include the participation of civil society organizations, as represented by RGE in the CLUSA zone of intervention, in the governance practice areas of planning and resource allocation. <b>COMMENTS:</b> CLUSA began its activity in FY'96, initially targeting rural group enterprises (RGE) for capacity building training. Through negotiations with SO4, it agreed to transform an economic growth activity into one which focused more on democracy and governance. In agreeing to do so, CLUSA targeted local government units (LGU) as potential customers. Thus, the slow start in meeting planned targets can be attributed to the activity's transition process. However, once LGUs recognized the value in CLUSA services, they increased their demand for the services and deepened their participation in the associated training package (described in R4 narrative). LGUs include district councils as well as community or municipal councils from the CRD or CUD, respectively. SO4 used the continuum below, based on the progression of training modules that CLUSA offers LGU, to assess the degree to which LGUs have decentralized planning and resource allocation (training outputs included): negotiation and signature of partnership agreements - 7 LGU signed or were still negotiating partnership agreements; LGU self-analysis - 12 LGU began or continued municipal self-analysis; rights, roles and responsibilities of citizens in the LGU - 8 LGU proceeded with training; and roles and responsibilities of the LGU executive committee - 5 LGU began or continued training.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1996	7	0
	1997	14	6
	1998	21	22
	1999	27	

<b>OBJECTIVE: Improved Local and National Governance through Active Citizen Participation (SO-4)</b> <b>APPROVED: 07/10/98      COUNTRY/ORGANIZATION: USAID/GUINEA</b>			
<b>RESULT NAME:</b> (Intermediate Result Level) More credible political processes			
<b>INDICATOR:</b> Degree to which targeted elections are planned and held with participation of major opposition political parties and/or CSO in CRD/CUD, national legislative, and national presidential elections			
<b>UNIT OF MEASURE:</b> CRD/CUD, national legislative, and national presidential elections <b>SOURCE:</b> NDI Weekly Briefs, IFES Weekly Reports, independent newspaper accounts, CSO reports, political party communications/reports <b>INDICATOR DESCRIPTION:</b> Major opposition political parties include those which hold at least one seat in the National Assembly. Participation is solicited by the GOG and accepted voluntarily by the CSOs and opposition parties. Their acceptance should be documented in responses to official GOG requests for their participation. Conversely, CSO and opposition parties would document any GOG blockage to their participation. Finally, the CSO and opposition parties would support their case with the appropriate legal text. <b>COMMENTS:</b> The following events will be assessed to determine level of participation: 1. Revision/publication of electoral lists - opposition parties submitted complaint(s) which GOG addressed satisfactorily according to opposition parties 2. Printing and distribution of electoral cards - opposition parties request participation in distribution process and GOG responded to request to their satisfaction 3. Electoral campaigns - GOG authorities allow opposition parties to campaign securely* 4. Training of electoral actors - inclusion of political parties/CSO in polling station* management committees; inclusion of political parties/CSO in poll watcher delegations 5. Vote count/delivery of results - political parties/CSO are allowed to accompany results to prefectoral level or other point of ballot count centralization	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1993 (pres.)		0 out of 5
	1995 (nat'l. ass.)		0 out of 5
	1998 (pres.)	3 out of 5	2 out of 5 * indicates criterion met
	1999 (local)	3 out of 5	
	2000 (nat'l. ass.)	4 out of 5	
	2003 (pres.)	5 out of 5	

<b>OBJECTIVE: Improved Local and National Governance through Active Citizen Participation (SO-4)</b> <b>APPROVED: 07/10/98      COUNTRY/ORGANIZATION: USAID/GUINEA</b>			
<b>RESULT NAME:</b> (Intermediate Result Level) More effective articulation and promotion of citizen interests			
<b>INDICATOR:</b> Number/percent of communities in targeted areas where citizens understand their responsibilities & rights			
<b>UNIT OF MEASURE:</b> Number/percent of communities in targeted areas where citizens understand their responsibilities & rights <b>SOURCE:</b> Executing organization quarterly reports, National Direction of Civic Education annual reports, Leland Coordinator status reports, dialog for decentralization meeting minutes, field trip reports. <b>INDICATOR DESCRIPTION:</b> Indicator measures citizens' level of understanding of civic rights and responsibilities, a precursor for an ability to articulate and/or promote their interests <b>COMMENTS:</b> Citizens gain understanding of their rights and responsibilities through participation in USAID-funded civic education activities. Activity facilitators measure the level of understanding through various participatory learning appraisal techniques. Activities include workshops, publications, theater, school curricula, radio/TV, fairs, open-to-the-public events, market booths, work place education, public service announcements, educational videos, internet, etc. Executing organizations may include CSOs or government organizations, such as the National Direction for Civic Education. Baseline (1998): Once USAID/Guinea procures these activities, executing organizations will conduct baseline surveys to calculate baseline data for this and other IR3 indicators. The World Learning Civil Society Assessment (August, 1998) failed to provide any kind of reliable baseline or target data points. The 1998 actual (10%) figure is an educated guess, based on SO4 estimation that NDI's radio voter education program reached 50% of the Guinean population and that 20% of the listeners gained a better understanding of their voter rights. Targets (2004): Based on baseline figures supplied by SO activity executors, D/G team, in negotiation with activity executors, will fix targets.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1998	see comments	10% of Guinean population
	1999		
	2000		
	2000		
	2004	see comments	

## **PART II. THE RESOURCE REQUEST**

### **A. Narrative**

USAID's resource request for FY 2001 is \$22 million. This request is based on the assumption that by FY 2001 the Mission will be ready to move from the current "steady progress" funding scenario to the "break through" scenario as described in the Country Strategy Plan. By FY 2001 the Mission's program will have four robust strategic objectives, and it will be in position to generate optimum results.

The program for the past year has been one of consolidation and transition. The core of this strategy is still to increase access, quality and equity to the primary education system and to increase use of essential family planning and maternal child health and HIV/AIDS-prevention services and practices. The Basic Education SO Team had another successful year with the development of its planning tool: the fundamental quality and equity levels designed to increase quality and equity into the primary school system. Further, the Health and Population SO Team completed its first full year of consolidation with its new strategic objective, and its results are showing promise that the team is successfully incorporating maternal child health into its new objective.

For the other two strategic objectives, this past year has also been one of transition. The Natural Resource Management SO Team made the transition from its previous portfolio of agricultural markets and environmental protection to its current program of more sustainable natural resource management practices, by reworking the old program to prepare a platform for launching the new NRM SO. The Democracy and Governance SO Team had a productive year, culminating with the preparations and successful support of the presidential election process. By 2001, these four strategic objectives will have fully consolidated their programs and will be ready for the breakthrough level of funding which will help ensure the prospects for sustainable development.

During the course of the past year, several SO Teams experienced frustration with some of their grantees which were slow in mobilizing their in-country presence. For example, in the health and population SO, a grantee which was making the transition from a highly successful first phase of the program stumbled badly when launching the second phase. However, that grantee has recovered and, by the end of the first year, activities were back on schedule. As the World Bank's activities in rural development, education and health have come on line, USAID has placed increased emphasis on coordination with the Bank as well as with the other donors. Indeed, the Health, Education and Democracy and Governance SO Teams have had several meetings with the World Bank to see how they can leverage the Bank's activities. The Mission anticipates by FY 2001 that USAID will have put in place a strong donor coordination program which will be capable of achieving significant synergy.

The program request corresponds closely with the OE and Workforce levels as projected in the CSP. As noted in the OE and Workforce tables, the Mission has requested a USDH Officer for the Democracy and Governance SO, currently headed by a local hire PSC. USAID believes that a USDH would provide the strong leadership necessary for the success of the D/G SO. By FY 2000, that direct hire will need to be on board.

With regard to pipeline and forward funding guidelines, only the Education SO has a pipeline which exceeds the forward funding regulations. The Mission projects that by the end of FY 1999, the Education SO will have a pipeline of about 31 months. However, the age of the pipeline will be reduced to approximately 17 months by the end of FY 2000 and 11 months by the end of FY 2001. The large pipeline in FY 99 is due largely to the principal contractor who experienced an unusually slow in-country mobilization. It was further compounded by team-building problems and an initial large forward funded obligation which was made well in advance of the contractor being selected. Those problems have been solved and the SO Team expects to bring the pipeline into conformity with the 18-month forward funding guidelines during FY 2000. The SO team has developed a plan to map out its future activities through the life of the approved CSP of 1998-2005. Under this plan, approved by Mission management in January 1999, a SO agreement will be signed in FY 2000 and new and/or expanded education activities will begin in FY 2001. The draw down of the pipeline by the accelerated implementation in all areas of the SO's intermediate results gives the Mission confidence that the large pipeline is only temporary.

**B. Program Budget Tables (1999, 2000 & 2001)**

Insert Lotus Tables

# FY 1999 Budget Request by Program/Country

Program/Country: GUINEA

(Enter either DA/CSD; ESF; NIS; or SEED)

24-Mar-99

10:24 AM

Approp Acct: DA/CSD  
Scenario

S.O. # , Title		FY 1999 Request													Est. S.O. Expenditures	Est. S.O. Pipeline End of FY 99
	Bilateral/Field Spt	Total	Micro-Enterprise	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G		
SO 1: Increased Use of Sustainable Natural Resource Management Practices																
	Bilateral	5,100	1,000										4,100		8,617	2,800
	Field Spt	0														
		5,100	1,000	0	0	0	0	0	0	0	0	0	4,100	0	8,617	2,800
SO 2: Increased use of essential FP/MCH and STI/AIDS-prevention Services and Practices																
	Bilateral	5,411						1,975	1,786		1,650				6,500	3,453
	Field Spt	750						400	300		50					
		6,161	0	0	0	0	0	2,375	2,086	0	1,700	0	0	0	6,500	3,453
SO 3: Quality Primary Education Provided to a larger Percentage of Guinean Children, with Emphasis on Girls and Rural Children																
	Bilateral	3,500				3,500									7,000	9,183
	Field Spt	500				500										
		4,000	0	0	0	4,000	0	0	0	0	0	0	0	0	7,000	9,183
SO 4: Improved Local and National Governance through Active Citizen Participation																
	Bilateral	1,200											1,200		3,500	4,276
	Field Spt	600											600			
		1,800	0	0	0	0	0	0	0	0	0	0	1,800		3,500	4,276
SO 5:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		15,211	1,000	0	0	3,500	0	1,975	1,786	0	1,650	0	4,100	1,200	25,617	19,712
Total Field Support		1,850	0	0	0	500	0	400	300	0	50	0	0	600	0	0
<b>TOTAL PROGRAM</b>		<b>17,061</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>4,000</b>	<b>0</b>	<b>2,375</b>	<b>2,086</b>	<b>0</b>	<b>1,700</b>	<b>0</b>	<b>4,100</b>	<b>1,800</b>	<b>25,617</b>	<b>19,712</b>

FY 99 Request Agency Goal Totals	
Econ Growth	1,000
Democracy	1,800
HCD	4,000
PHN	6,161
Environment	4,100
Program ICASS	0

FY 99 Account Distribution (DA only)	
Dev. Assist Program	9,275
Dev. Assist ICASS	
Dev. Assist Total:	9,275
CSD Program	7,786
CSD ICASS	
CSD Total:	7,786

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account



# FY 2000 Budget Request by Program/Country

Program/Country: GUINEA

(Enter either DA/CSD; ESF; NIS; or SEED)

24-Mar-99

10:38 AM

Approp Acct: DA/CSD

Scenario

S.O. #, Title		FY 2000 Request													Est. S.O. Expenditures	Est. S.O. Pipeline End of FY 00
	Bilateral/Field Spt	Total	Micro-Enterprise	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G		
SO 1: Increased Use of Sustainable Natural Resource Management Practices															Year of Final Oblig: 2004	
	Bilateral	4,300	300										4,000		5,700	1,400
	Field Spt	0														
		4,300	300	0	0	0	0	0	0	0	0	0	4,000	0	5,700	1,400
SO 2: Increased use of essential FP/MCH and STI/AIDS-prevention Services and Practices															Year of Final Oblig: 2004	
	Bilateral	4,600						2,400	900		1,300				6,600	1,453
	Field Spt	1,000						400	400		200					
		5,600	0	0	0	0	0	2,800	1,300	0	1,500	0	0	0	6,600	1,453
SO 3: Quality Primary Education Provided to a larger Percentage of Guinean Children, with Emphasis on Girls and Rural Children															Year of Final Oblig: 2004	
	Bilateral	5,000				5,000									7,000	7,183
	Field Spt	500				500										
		5,500	0	0	0	5,500	0	0	0	0	0	0	0	0	7,000	7,183
SO 4: Improved Local and National Governance through Active Citizen Participation															Year of Final Oblig: 2004	
	Bilateral	2,150												2,150	2,500	3,926
	Field Spt	750												750		
		2,900	0	0	0	0	0	0	0	0	0	0	0	2,900	2,500	3,926
SO 5:															Year of Final Oblig:	
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															Year of Final Oblig:	
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															Year of Final Oblig:	
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															Year of Final Oblig:	
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		16,050	300	0	0	5,000	0	2,400	900	0	1,300	0	4,000	2,150	21,800	13,962
Total Field Support		2,250	0	0	0	500	0	400	400	0	200	0	0	750	0	0
<b>TOTAL PROGRAM</b>		<b>18,300</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>5,500</b>	<b>0</b>	<b>2,800</b>	<b>1,300</b>	<b>0</b>	<b>1,500</b>	<b>0</b>	<b>4,000</b>	<b>2,900</b>	<b>21,800</b>	<b>13,962</b>

FY 00 Request Agency Goal Totals	
Econ Growth	300
Democracy	2,900
HCD	5,500
PHN	5,600
Environment	4,000
Program ICASS	0

FY 00 Account Distribution (DA only)	
Dev. Assist Program	10,000
Dev. Assist ICASS	
Dev. Assist Total:	10,000
CSD Program	8,300
CSD ICASS	
CSD Total:	8,300

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account



# FY 2001 Budget Request by Program/Country

Program/Country: GUINEA

(Enter either DA/CSD; ESF; NIS; or SEED)

24-Mar-99

10:38 AM

Approp Acct: DA/CSD  
Scenario

S.O. # , Title		FY 2001 Request													Est. S.O. Expenditures	Est. S.O. Pipeline End of FY 01	Future Cost (POST-2001)
	Bilateral/ Field Spt	Total	Micro-Enterprise	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G			
SO 1: Increased Use of Sustainable Natural Resource Management Practices															Year of Final Oblig: 2004		
	Bilateral	6,000	1,000										5,000		5,900	1,500	14,600
	Field Spt	0															
		6,000	1,000	0	0	0	0	0	0	0	0	0	5,000	0	5,900	1,500	14,600
SO 2: Increased use of essential FP/MCH and STI/AIDS-prevention Services and Practices															Year of Final Oblig: 2004		
	Bilateral	5,100						2,500	1,100		1,500				6,000	553	6,621
	Field Spt	900						500	400								
		6,000	0	0	0	0	0	3,000	1,500	0	1,500	0	0	0	6,000	553	6,621
SO 3: Quality Primary Education Provided to a larger Percentage of Guinean Children, with Emphasis on Girls and Rural Children															Year of Final Oblig: 2004		
	Bilateral	5,500				5,500									7,500	5,183	16,052
	Field Spt	500				500											
		6,000	0	0	0	6,000	0	0	0	0	0	0	0	0	7,500	5,183	16,052
SO 4: Improved Local and National Governance through Active Citizen Participation															Year of Final Oblig: 2004		
	Bilateral	4,000												4,000	3,500	4,426	14,691
	Field Spt	0															
		4,000	0	0	0	0	0	0	0	0	0	0	0	4,000	3,500	4,426	14,691
SO 5:															Year of Final Oblig:		
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															Year of Final Oblig:		
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															Year of Final Oblig:		
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															Year of Final Oblig:		
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		20,600	1,000	0	0	5,500	0	2,500	1,100	0	1,500	0	5,000	4,000	22,900	11,662	51,964
Total Field Support		1,400	0	0	0	500	0	500	400	0	0	0	0	0	0	0	0
TOTAL PROGRAM		22,000	1,000	0	0	6,000	0	3,000	1,500	0	1,500	0	5,000	4,000	22,900	11,662	51,964

FY 01 Request Agency Goal Totals	
Econ Growth	1,000
Democracy	4,000
HCD	6,000
PHN	6,000
Environment	5,000
Program ICASS	0

FY 01 Account Distribution (DA only)	
Dev. Assist Program	13,000
Dev. Assist ICASS	
Dev. Assist Total:	13,000
CSD Program	9,000
CSD ICASS	
CSD Total:	9,000

Prepare one set of tables for each appropriation Account  
Tables for DA and CSD may be combined on one table.  
For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account



## C. OE & Workforce

### OPERATING EXPENSE AND WORKFORCE REQUIREMENTS

The OE budget estimate for FY 99 exceeds the Mission's allowance by \$236,000. The FY 2000 and 2001 target levels are at the FY 99 approved level of \$2.6 million, but the requests for those years exceed targets by \$100,000 and \$400,000, respectively.

<u>FY 99</u>		<u>FY 2000</u>		<u>FY 2001</u>	
<u>TARGET</u>	<u>REQUEST</u>	<u>TARGET</u>	<u>REQUEST</u>	<u>TARGET</u>	<u>REQUEST</u>
\$2.6 M	\$2.8 million	\$2.6 million	\$2.7 million	\$2.6 million	\$3.0 million

The primary reasons for requesting additional funds for FY 99 are to make much needed upgrades to the information systems, and to undertake building renovations in order to repair significant structural damage to the office building and prevent further damage.

### FY 99 BUDGET REQUEST

#### SYSTEMS UPGRADE

In January, 1999, an IRM representative from AID/W performed an assessment of the Mission's management information systems. He reported that the Mission was approximately five years behind the times in terms of technology, and that its computer hardware and architecture fell in the lowest "tier" of AID Missions worldwide. He recommended that the entire USAID office building be rewired in order to support the system upgrades which are desperately needed. (The Mission signed a 25-year lease for the office building in FY 97). Based upon IRM recommendations, the Mission estimates that the cost of the wiring, hardware, and labor is approximately \$100,000. This expense was completely unforeseen, but is absolutely necessary if the Mission is to benefit from USAID standard systems upgrades and to operate and interface effectively. Thus, the Mission is requesting an increase in its current year allowance to accommodate this expense: **\$100,000.**

#### Y2K

The Mission noted in the prior year's R4 OE Narrative that no Y2K hardware and software costs were factored into the FY 98 and 99 budgets essentially because the Mission had not obtained a reading from M/IRM on what constituted Mission funded hardware and software. The Mission did receive additional OE funds in September 98 and purchased the new Agency standard software (Microsoft Office) for all PCs; bought 30 new Y2K compliant PCs; and upgraded the remaining 30 PCs. The PCs which received upgrades only must, however, be replaced this fiscal year. The Mission requests an increase of **\$36,000** in its current year allowance to assist in replacing these 30 PCS.

## OFFICE BUILDING RENOVATIONS

The office building sustained considerable water damage during the 1998 rainy season. Water leaked through to the interior walls causing extensive damage to the offices located on the north side of the building. The accumulation of water on the roof also leaked into one sixth floor office on the southeastern side of the building. A local engineer's inspection of the building's construction identified the causes as insufficient or inappropriate water proofing of exterior walls, and inadequate rainwater drainage from the roof. These structural problems require immediate attention to avoid further damage to both the building's structure and our computer wiring. An estimate of the cost to correct these problems is **\$100,000**. This is another completely unanticipated expense, and the Mission requests that this year's allowance be increased to enable us to make the necessary repairs. The cost of *NOT* addressing these problems prior to the 1999 rainy season (May) could well exceed the cost of making the repairs now.

## NXP

Due to extremely tight OE budgets over the past three years, the Mission has not kept up its inventory of residential and office furniture and equipment. The Mission urgently needs to replenish its stock of furniture and equipment, most of which is well beyond five years old. An NXP sale was conducted early this fiscal year, generating \$35,000 which the Mission was obliged to transfer to Washington. We have, however, requested that Washington re-allow the funds to the Mission in this fiscal year to assist with those items which must be replaced.

It is worth noting that an Embassy residence was completely destroyed by fire in January, 1999. As a result, a team of fire inspectors from the State Department came to post to investigate and recommended that the Mission replace all of its gas stoves with electric. This cost alone is estimated to be \$12,000.

## FY 1999 BUDGET REQUEST SUMMARY:

Rewiring of office building and hardware	\$100,000
Contribution to purchase of new PCs	36,000
Office building renovations due to structural damage	<u>100,000</u>
	<b>\$236,000</b>

### **FY 2000 BUDGET REQUEST**

As noted in the prior year's narrative, the FY 2000 budget request includes funds for projected costs of one additional USDH position. The justification for the ninth position is presented in other sections of the R4 and is in accordance with the Mission's approved strategic plan. The Mission cannot, however, afford to support this additional USDH position at the \$2.6 Target level. **The Mission would need an OE level of at least \$2.7 in order to support this requested position.**

### **FY 2001 BUDGET REQUEST**

In 1992, the Mission paid \$210,000 for a ten year lease on its warehouse. The lease is renewable in FY 2001. Based on the recommendation of a security expert from IG/SEC/IPS/I, the Mission has begun investigating the possibility of leasing the land directly behind the office building in order to increase the security of the office building. If the land is available and can be acquired at a reasonable price, the Mission would plan to construct a warehouse on this space. The Mission is using a very rough estimate of **\$200,000** as the amount needed to lease this space and construct a new warehouse.

Org. Title: USAID/CONAKRY		Overseas Mission Budgets														
Org. No: 675		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	15		15			0			0			0			0
	Subtotal OC 11.1	15	0	15	0	0	0	0	0	0	0	0	0	0	0	0
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0			0			0			0			0
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH	0		0			0			0			0			0
11.5	FNDH	0		0			0			0			0			0
	Subtotal OC 11.5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	117		117	70		70	70		70	70		70	80		80
11.8	FN PSC Salaries	500		500	530		530	530		530	562		562	562		562
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0			0			0			0			0
	Subtotal OC 11.8	617	0	617	600	0	600	600	0	600	632	0	632	642	0	642
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	70		70	100		100	100		100	120		120	120		120
12.1	Cost of Living Allowances	16		16	16		16	18		18	17		17	20		20
12.1	Home Service Transfer Allowances	0		0			0			0			0			0
12.1	Quarters Allowances	0		0			0			0			0			0
12.1	Other Misc. USDH Benefits	0		0			0			0			0			0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to FSN Voluntary Separation Fund - FNDH			0			0			0			0			0
12.1	Other FNDH Benefits	3		3			0			0			0			0
12.1	US PSC Benefits	0		0			0			0			0			0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to the FSN Voluntary Separation Fund - FN PSC			0			0			0			0			0
12.1	Other FN PSC Benefits	125		125	133		133	133		133	140		140	140		140
12.1	IPA/Detail-In/PASA/RSSA Benefits			0			0			0			0			0
	Subtotal OC 12.1	214	0	214	249	0	249	251	0	251	277	0	277	280	0	280
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH			0			0			0			0			0
13.0	Other Benefits for Former Personnel - FNDH			0			0			0			0			0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs			0			0			0			0			0
13.0	Other Benefits for Former Personnel - FN PSCs			0			0			0			0			0
	Subtotal OC 13.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	70		70	44		44	50		50	25		25	50		50
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field	6		6	32		32	40		40	32		32	32		32
21.0	Assignment to Washington Travel			0			0			0			0			0
21.0	Home Leave Travel	17		17	34		34	34		34	13		13	13		13

Org. Title: USAID/CONAKRY Org. No: 675		Overseas Mission Budgets														
		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
21.0	R & R Travel	50		50	24		24	24		24	72		72	80		80
21.0	Education Travel	7		7	10		10	10		10	10		10	10		10
21.0	Evacuation Travel	20		20	10		10	20		20	10		10	20		20
21.0	Retirement Travel			0			0			0			0			0
21.0	Pre-Employment Invitational Travel			0			0			0			0			0
21.0	Other Mandatory/Statutory Travel			0			0			0			0			0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel	10		10	12		12	12		12	10		10	15		15
21.0	Site Visits - Mission Personnel	35		35	35		35	38		38	38		38	40		40
21.0	Conferences/Seminars/Meetings/Retreats	30		30	20		20	20		20	10		10	20		20
21.0	Assessment Travel			0			0			0			0			0
21.0	Impact Evaluation Travel			0			0			0			0			0
21.0	Disaster Travel (to respond to specific disasters)			0			0			0			0			0
21.0	Recruitment Travel			0			0			0			0			0
21.0	Other Operational Travel	15		15	15		15	15		15	10		10	15		15
Subtotal OC 21.0		260	0	260	236	0	236	263	0	263	230	0	230	295	0	295
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight	18		18	80		80	100		100	80		80	80		80
22.0	Home Leave Freight	7		7	20		20	20		20	9		9	9		9
22.0	Retirement Freight			0			0			0			0			0
22.0	Transportation/Freight for Office Furniture/Equip.	12		12	12		12	12		12	0		0	6		6
22.0	Transportation/Freight for Res. Furniture/Equip.	15		15	15		15	15		15	0		0	6		6
Subtotal OC 22.0		52	0	52	127	0	127	147	0	147	89	0	89	101	0	101
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space			0			0			0			0			0
23.2	Rental Payments to Others - Warehouse Space			0			0			0	200		200	210		210
23.2	Rental Payments to Others - Residences	260		260	260		260	270		270	270		270	270		270
Subtotal OC 23.2		260	0	260	260		260	270	0	270	470	0	470	480	0	480
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities	75		75	85		85	85		85	100		100	100		100
23.3	Residential Utilities	100		100	120		120	120		120	130		130	150		150
23.3	Telephone Costs	20		20	25		25	25		25	30		30	30		30
23.3	ADP Software Leases			0			0			0			0			0
23.3	ADP Hardware Lease			0			0			0			0			0
23.3	Commercial Time Sharing			0			0			0			0			0
23.3	Postal Fees (Other than APO Mail)			0			0			0			0			0
23.3	Other Mail Service Costs			0			0			0			0			0
23.3	Courier Services	4		4	5		5	5		5	6		6	6		6
Subtotal OC 23.3		199	0	199	235	0	235	235	0	235	266	0	266	286	0	286
24.0	Printing and Reproduction	2		2	2.5		2.5	2.5		2.5	3		3	3		3
Subtotal OC 24.0		2	0	2	2.5	0	2.5	2.5	0	2.5	3	0	3	3	0	3
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations			0			0			0			0			0
25.1	Management & Professional Support Services	96		96	85		85	85		85	13.5		13.5	50		50
25.1	Engineering & Technical Services	100		100			0			0			0			0
Subtotal OC 25.1		196	0	196	85	0	85	85	0	85	13.5	0	13.5	50	0	50

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Org. Title: USAID/CONAKRY Org. No: 675 OC			Overseas Mission Budgets														
			FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
			Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			
25.2	Office Security Guards	55		55	60		60	60		60	65		65	65		65	
25.2	Residential Security Guard Services	75		75	80		80	80		80	85		85	85		85	
25.2	Official Residential Expenses			0			0			0			0			0	
25.2	Representation Allowances	0.8		0.8	1		1	1		1	1		1	1		1	
25.2	Non-Federal Audits			0			0			0			0			0	
25.2	Grievances/Investigations			0			0			0			0			0	
25.2	Insurance and Vehicle Registration Fees	3		3	4		4	4		4	5		5	5		5	
25.2	Vehicle Rental			0			0			0			0			0	
25.2	Manpower Contracts			0			0			0			0			0	
25.2	Records Declassification & Other Records Services			0			0			0			0			0	
25.2	Recruiting activities			0			0			0			0			0	
25.2	Penalty Interest Payments			0			0			0			0			0	
25.2	Other Miscellaneous Services	10		10	0		0	10		10			0	10		10	
25.2	Staff training contracts			0			0			0			0			0	
25.2	ADP related contracts			0			0			0			0			0	
	Subtotal OC 25.2	143.8	0	143.8	145	0	145	155	0	155	156	0	156	166	0	166	
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			
25.3	ICASS	260		260	270		270	280		280	290		290	300		300	
25.3	All Other Services from Other Gov't. accounts			0			0			0			0			0	
	Subtotal OC 25.3	260	0	260	270	0	270	280	0	280	290	0	290	300	0	300	
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			
25.4	Office building Maintenance	35		35	35		35	35		35	30		30	30		30	
25.4	Residential Building Maintenance	40		40	40		40	40		40	35		35	35		35	
	Subtotal OC 25.4	75	0	75	75	0	75	75	0	75	65	0	65	65	0	65	
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			
25.7	ADP and telephone operation and maintenance costs			0			0			0			0			0	
25.7	Storage Services			0			0			0			0			0	
25.7	Office Furniture/Equip. Repair and Maintenance	20		20	25		25	25		25	20		20	25		25	
25.7	Vehicle Repair and Maintenance	25		25	30		30	30		30	30		30	35		35	
25.7	Residential Furniture/Equip. Repair and Maintenance	2		2	3		3	3		3	3		3	3		3	
	Subtotal OC 25.7	47	0	47	58	0	58	58	0	58	53	0	53	63	0	63	
25.8	Subsistence & spt. of persons (by contract or Gov't.)			0			0			0			0			0	
	Subtotal OC 25.8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
26.0	Supplies and materials	75		75	50		50	80		80	35		35	85		85	
	Subtotal OC 26.0	75	0	75	50	0	50	80	0	80	35	0	35	85	0	85	
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			
31.0	Purchase of Residential Furniture/Equip.	75		75	40		40	40		40	0		0	50		50	
31.0	Purchase of Office Furniture/Equip.	60		60	15		15	22		22	0		0	22		22	
31.0	Purchase of Vehicles	75		75	25		25	44		44	0		0	50		50	
31.0	Purchase of Printing/Graphics Equipment			0			0			0			0			0	
31.0	ADP Hardware purchases	75		75	52		52	62.5		62.5	0		0	35		35	
31.0	ADP Software purchases	25		25	15		15	15		15	0		0	15		15	
	Subtotal OC 31.0	310	0	310	147	0	147	183.5	0	183.5	0	0	0	172	0	172	

Org. Title: USAID/CONAKRY Org. No: 675 OC		Overseas Mission Budgets														
		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)	10.5		10.5	10.5		10.5	10.5		10.5	10.5		10.5	10.5		10.5
32.0	Purchase of fixed equipment for buildings			0			0			0			0			0
32.0	Building Renovations/Alterations - Office	100		100	50		50	50		50	10		10	10		10
32.0	Building Renovations/Alterations - Residential			0			0			0			0			0
	Subtotal OC 32.0	110.5	0	110.5	60.5	0	60.5	60.5	0	60.5	20.5	0	20.5	20.5	0	20.5
42.0	Claims and indemnities			0			0			0			0			0
	Subtotal OC 42.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL BUDGET		2836.3	0	2836.3	2600	0	2600	2745.5	0	2745.5	2600	0	2600	3008.5	0	3008.5

**Additional Mandatory Information**

**Dollars Used for Local Currency Purchases**

980.8

980.8

980.8

980.8

980.8

**Exchange Rate Used in Computations**

1.3

1.3

1.3

1.3

1.3

\*\* If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.

On that form, OE funded deposits must equal:

0

0

0

0

0

# Workforce Tables

USAID GUINEA 675 End of year On-Board								Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
<b>FY 1999 Estimate</b>	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2									
<b>OE Funded: 1/</b>																
U.S. Direct Hire	1	1	1					3	3	1	1				5	8
Other U.S. Citizens								0			2				2	2
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN								0	3	10	45	2			60	60
Subtotal	1	1	1	0	0	0	0	3	6	11	48	2	0	0	67	70
<b>Program Funded 1/</b>																
U.S. Citizens	3		2	2				7	2						2	9
FSNs/TCNs	4	2	4	3				13			1				1	14
Subtotal	7	2	6	5	0	0	0	20	2	0	1	0	0	0	3	23
Total Direct Workforce	8	3	7	5	0	0	0	23	8	11	49	2	0	0	70	93
TAACS		1						1							0	1
Fellows		1						1							0	1
IDIs								0							0	0
Subtotal	0	2	0	0	0	0	0	2	0	0	0	0	0	0	0	2
<b>TOTAL WORKFORCE</b>	<b>8</b>	<b>5</b>	<b>7</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25</b>	<b>8</b>	<b>11</b>	<b>49</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>70</b>	<b>95</b>

1/ Excludes TAACS, Fellows, and IDIs

# Workforce Tables

	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
<b>FY 2000 Target</b>																
<b>OE Funded: 1/</b>																
U.S. Direct Hire	1	1	1	1				4	3	1	1				5	9
Other U.S. Citizens								0			1				1	1
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN								0	3	10	46	2			61	61
Subtotal	1	1	1	1	0	0	0	4	6	11	48	2	0	0	67	71
<b>Program Funded 1/</b>																
U.S. Citizens	3		2	1				6	2						2	8
FSNs/TCNs	4	2	4	3				13			1				1	14
Subtotal	7	2	6	4	0	0	0	19	2	0	1	0	0	0	3	22
Total Direct Workforce	8	3	7	5	0	0	0	23	8	11	49	2	0	0	70	93
TAACS		1						1							0	1
Fellows		1						1							0	1
IDIs								0							0	0
Subtotal	0	2	0	0	0	0	0	2	0	0	0	0	0	0	0	2
<b>TOTAL WORKFORCE</b>	<b>8</b>	<b>5</b>	<b>7</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25</b>	<b>8</b>	<b>11</b>	<b>49</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>70</b>	<b>95</b>

1/ Excludes TAACS, Fellows, and IDIs

# Workforce Tables

<b>FY 2000 Request</b>															
<b>OE Funded: 1/</b>															
U.S. Direct Hire	1	1	1	1				4	3	1	1			5	9
Other U.S. Citizens								0			1			1	1
FSN/TCN Direct Hire								0						0	0
Other FSN/TCN								0	3	10	46	2		61	61
Subtotal	1	1	1	1	0	0	0	4	6	11	48	2	0	0	71
<b>Program Funded 1/</b>															
U.S. Citizens	3		2	1				6	2					2	8
FSNs/TCNs	4	2	4	3				13			2			2	15
Subtotal	7	2	6	4	0	0	0	19	2	0	2	0	0	4	23
Total Direct Workforce	8	3	7	5	0	0	0	23	8	11	50	2	0	0	94
TAACS		1						1						0	1
Fellows		1						1						0	1
IDIs								0						0	0
Subtotal	0	2	0	0	0	0	0	2	0	0	0	0	0	0	2
<b>TOTAL WORKFORCE</b>	8	5	7	5	0	0	0	25	8	11	50	2	0	0	96

1/ Excludes TAACS, Fellows, and IDIs

# Workforce Tables

675 End of year On-Board								Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
<b>FY 2001 Target</b>	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2									
<b>OE Funded: 1/</b>																
U.S. Direct Hire	1	1	1	1				4	3	1	1				5	9
Other U.S. Citizens								0			1				1	1
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN								0	3	10	46	2			61	61
Subtotal	1	1	1	1	0	0	0	4	6	11	48	2	0	0	67	71
<b>Program Funded 1/</b>																
U.S. Citizens	2		1	1				4	2						2	6
FSNs/TCNs	4	2	4	3				13			1				1	14
Subtotal	6	2	5	4	0	0	0	17	2	0	1	0	0	0	3	20
Total Direct Workforce	7	3	6	5	0	0	0	21	8	11	49	2	0	0	70	91
TAACS		1						1							0	1
Fellows		1						1							0	1
IDIs								0							0	0
Subtotal	0	2	0	0	0	0	0	2	0	0	0	0	0	0	0	2
<b>TOTAL WORKFORCE</b>	7	5	6	5	0	0	0	23	8	11	49	2	0	0	70	93

1/ Excludes TAACS, Fellows, and IDIs

# Workforce Tables

<b>FY 2001 Request</b>															
<b>OE Funded: 1/</b>															
U.S. Direct Hire	1	1	1	1				4	3	1	1			5	9
Other U.S. Citizens								0			1			1	1
FSN/TCN Direct Hire								0						0	0
Other FSN/TCN								0	3	10	46	2		61	61
Subtotal	1	1	1	1	0	0	0	4	6	11	48	2	0	0	71
<b>Program Funded 1/</b>															
U.S. Citizens	2		1	1				4	2					2	6
FSNs/TCNs	4	2	4	3				13			1			1	14
Subtotal	6	2	5	4	0	0	0	17	2	0	1	0	0	3	20
Total Direct Workforce	7	3	6	5	0	0	0	21	8	11	49	2	0	0	91
TAACS		1						1						0	1
Fellows		1						1						0	1
IDIs								0						0	0
Subtotal	0	2	0	0	0	0	0	2	0	0	0	0	0	0	2
<b>TOTAL WORKFORCE</b>	<b>7</b>	<b>5</b>	<b>6</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>23</b>	<b>8</b>	<b>11</b>	<b>49</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>93</b>

1/ Excludes TAACS, Fellows, and IDIs

# Workforce

MISSION :

USAID GUINEA

## USDH STAFFING REQUIREMENTS BY SKILL CODE

BACKSTOP (BS)	NO. OF USDH EMPLOYEES IN BACKSTOP FY 1999	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2000	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2001	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2002
01 SMG	1	1	1	1
02 Program Officer	1	1	1	1
03 EXO	1	1	1	1
04 Controller	1	1	1	1
05/06/07 Secretary				
10 Agriculture				
11 Economics				
12 GDO				
12 Democracy		1	1	1
14 Rural Development				
15 Food for Peace				
21 Private Enterprise				
25 Engineering				
40 Environment	1	1	1	1
50 Health/Pop.	1	1	1	1
60 Education	1	1	1	1
75 Physical Sciences				
85 Legal				
92 Commodity Mgt				
93 Contract Mgt				
94 PDO	1	1	1	1
95 IDI				
Other*				
<b>TOTAL</b>	<b>8</b>	<b>9</b>	<b>9</b>	<b>9</b>

Please e-mail this worksheet  
in either Lotus or Excel to:  
Maribeth Zankowski  
@hr.ppim@aidw  
as well as include it with  
your R4 submission.

\*please list occupations covered by other if there are any

Controller Operations

Insert USAID/GUINEA		Overseas Mission Budgets														
Org. No:	675	FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH			0			0			0			0			0
	Subtotal OC 11.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0			0			0			0			0
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0			0			0			0			0
11.5	FNDH			0			0			0			0			0
	Subtotal OC 11.5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	0		0			0			0			0			0
11.8	FN PSC Salaries	100		100	106		106	106		106	113		113	113		113
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0			0			0			0			0
	Subtotal OC 11.8	100	0	100	106	0	106	106	0	106	113	0	113	113	0	113
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	4		4	12		12	12		12	13		13	13		13
12.1	Cost of Living Allowances	2		2	2		2	2		2	3		3	3		3
12.1	Home Service Transfer Allowances			0			0			0			0			0
12.1	Quarters Allowances			0			0			0			0			0
12.1	Other Misc. USDH Benefits			0			0			0			0			0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to FSN Voluntary Separation Fund - FNDH			0			0			0			0			0
12.1	Other FNDH Benefits			0			0			0			0			0
12.1	US PSC Benefits			0			0			0			0			0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to the FSN Voluntary Separation Fund - FN PSC			0			0			0			0			0
12.1	Other FN PSC Benefits	25		25	27		27	27		27	28		28	28		28
12.1	IPA/Detail-In/PASA/RSSA Benefits			0			0			0			0			0
	Subtotal OC 12.1	31	0	31	41	0	41	41	0	41	44	0	44	44	0	44
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH			0			0			0			0			0
13.0	Other Benefits for Former Personnel - FNDH			0			0			0			0			0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs			0			0			0			0			0
13.0	Other Benefits for Former Personnel - FN PSCs			0			0			0			0			0
	Subtotal OC 13.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	22		22	16		16	16		16	18		18	18		18
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field	0		0	0		0	0		0	8		8	8		8

Controller Operations

Insert USAID/GUINEA		Overseas Mission Budgets														
Org. No:	675	FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
21.0	Assignment to Washington Travel			0			0			0			0			0
21.0	Home Leave Travel	12		12	0		0	0		0	6		6	6		6
21.0	R & R Travel	0		0	12		12	12		12			0			0
21.0	Education Travel			0			0			0			0			0
21.0	Evacuation Travel			0			0			0			0			0
21.0	Retirement Travel			0			0			0			0			0
21.0	Pre-Employment Invitational Travel			0			0			0			0			0
21.0	Other Mandatory/Statutory Travel			0			0			0			0			0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel			0			0			0			0			0
21.0	Site Visits - Mission Personnel	0.5		0.5	1		1	1		1	1		1	1		1
21.0	Conferences/Seminars/Meetings/Retreats			0			0			0			0			0
21.0	Assessment Travel			0			0			0			0			0
21.0	Impact Evaluation Travel			0			0			0			0			0
21.0	Disaster Travel (to respond to specific disasters)			0			0			0			0			0
21.0	Recruitment Travel			0			0			0			0			0
21.0	Other Operational Travel			0			0			0			0			0
	Subtotal OC 21.0	34.5	0	34.5	29	0	29	29	0	29	33	0	33	33	0	33
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight			0			0			0	20		20	20		20
22.0	Home Leave Freight	4		4	0		0			0	5		5	5		5
22.0	Retirement Freight			0			0			0			0			0
22.0	Transportation/Freight for Office Furniture/Equip.			0			0			0			0			0
22.0	Transportation/Freight for Res. Furniture/Equip.			0			0			0			0			0
	Subtotal OC 22.0	4	0	4	0	0	0	0	0	0	25	0	25	25	0	25
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space			0			0			0			0			0
23.2	Rental Payments to Others - Warehouse Space			0			0			0			0			0
23.2	Rental Payments to Others - Residences	24		24	24		24	24		24	24		24	24		24
	Subtotal OC 23.2	24	0	24	24	0	24	24	0	24	24	0	24	24	0	24
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities	12.5		12.5	14		14	14		14	17		17	17		17
23.3	Residential Utilities	12.5		12.5	15		15	15		15	18		18	18		18
23.3	Telephone Costs	3		3	4		4	4		4	5		5	5		5
23.3	ADP Software Leases			0			0			0			0			0
23.3	ADP Hardware Lease			0			0			0			0			0
23.3	Commercial Time Sharing			0			0			0			0			0
23.3	Postal Fees (Other than APO Mail)			0			0			0			0			0
23.3	Other Mail Service Costs			0			0			0			0			0
23.3	Courier Services	0.7		0.7	0.9		0.9	0.9		0.9	1		1	1		1
	Subtotal OC 23.3	28.7	0	28.7	33.9	0	33.9	33.9	0	33.9	41	0	41	41	0	41
24.0	Printing and Reproduction	0.5		0.5	0.5		0.5	0.5		0.5	0.5		0.5	0.5		0.5
	Subtotal OC 24.0	0.5	0	0.5	0.5	0	0.5	0.5	0	0.5	0.5	0	0.5	0.5	0	0.5
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations			0			0			0			0			0

Controller Operations

Insert USAID/GUINEA				Overseas Mission Budgets														
Org. No: 675				FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
OC				Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
25.1	Management & Professional Support Services			75		75			0			0			0			0
25.1	Engineering & Technical Services			16		16			0			0			0			0
	Subtotal OC 25.1			91	0	91	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Other services			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards			9		9	10		10	10		10	11		11	11		11
25.2	Residential Security Guard Services			9		9	10		10	10		10	11		11	11		11
25.2	Official Residential Expenses					0			0			0			0			0
25.2	Representation Allowances					0			0			0			0			0
25.2	Non-Federal Audits					0			0			0			0			0
25.2	Grievances/Investigations					0			0			0			0			0
25.2	Insurance and Vehicle Registration Fees					0			0			0			0			0
25.2	Vehicle Rental					0			0			0			0			0
25.2	Manpower Contracts					0			0			0			0			0
25.2	Records Declassification & Other Records Services					0			0			0			0			0
25.2	Recruiting activities					0			0			0			0			0
25.2	Penalty Interest Payments					0			0			0			0			0
25.2	Other Miscellaneous Services					0			0			0			0			0
25.2	Staff training contracts					0			0			0			0			0
25.2	ADP related contracts					0			0			0			0			0
	Subtotal OC 25.2			18	0	18	20	0	20	20	0	20	22	0	22	22	0	22
25.3	Purchase of goods and services from Government accounts			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS			25		25	25		25	25		25	25		25	25		25
25.3	All Other Services from Other Gov't. accounts					0			0			0			0			0
	Subtotal OC 25.3			25	0	25	25	0	25	25	0	25	25	0	25	25	0	25
25.4	Operation and maintenance of facilities			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance			6		6	6		6	6		6	6		6	6		6
25.4	Residential Building Maintenance			7		7	7		7	7		7	7		7	7		7
	Subtotal OC 25.4			13	0	13	13	0	13	13	0	13	13	0	13	13	0	13
25.7	Operation/maintenance of equipment & storage of goods			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs					0			0			0			0			0
25.7	Storage Services					0			0			0			0			0
25.7	Office Furniture/Equip. Repair and Maintenance			3		3	4		4	4		4	4		4	4		4
25.7	Vehicle Repair and Maintenance					0			0			0			0			0
25.7	Residential Furniture/Equip. Repair and Maintenance					0			0			0			0			0
	Subtotal OC 25.7			3	0	3	4	0	4	4	0	4	4	0	4	4	0	4
25.8	Subsistence & spt. of persons (by contract or Gov't.)					0			0			0			0			0
	Subtotal OC 25.8			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
26.0	Supplies and materials			12.5		12.5	13		13	13		13	14		14	14		14
	Subtotal OC 26.0			12.5	0	12.5	13	0	13	13	0	13	14	0	14	14	0	14
31.0	Equipment			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.					0	30		30	30		30			0			0
31.0	Purchase of Office Furniture/Equip.			10		10	10		10	10		10	10		10	10		10

Controller Operations

Insert USAID/GUINEA		Overseas Mission Budgets														
Org. No:	675	FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
31.0	Purchase of Vehicles			0			0			0			0			0
31.0	Purchase of Printing/Graphics Equipment			0			0			0			0			0
31.0	ADP Hardware purchases	12.5		12.5	12.5		12.5	12.5		12.5	16		16	16		16
31.0	ADP Software purchases	4		4	4		4	4		4	4		4	4		4
	Subtotal OC 31.0	26.5	0	26.5	56.5	0	56.5	56.5	0	56.5	30	0	30	30	0	30
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)			0			0			0			0			0
32.0	Purchase of fixed equipment for buildings			0			0			0			0			0
32.0	Building Renovations/Alterations - Office			0			0			0			0			0
32.0	Building Renovations/Alterations - Residential			0			0			0			0			0
	Subtotal OC 32.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
42.0	Claims and indemnities			0			0			0			0			0
	Subtotal OC 42.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL BUDGET		411.7	0	411.7	365.9	0	365.9	365.9	0	365.9	388.5	0	388.5	388.5	0	388.5

**Additional Mandatory Information**

Dollars Used for Local Currency Purchases	<u>194.7</u>	<u>194.7</u>	<u>194.7</u>	<u>194.7</u>	<u>194.7</u>
Exchange Rate Used in Computations	<u>1.3</u>	<u>1.3</u>	<u>1.3</u>	<u>1.3</u>	<u>1.3</u>

\*\* If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.  
On that form, OE funded deposits must equal:

0	0	0	0	0
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**D. Global Field Support Tables**

Insert Lotus Tables

## Accessing Global Bureau Services Through Field Support and Buy-Ins

MISSION/OPERATING UNIT: USAID/GUINEA

Objective Name	Field Support and Buy-Ins: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)			
				FY 2000		FY 2001	
				Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau
S.O.2: Increased Access to Family Planning Maternal Child Health and STI/AIDS - Prevention Services and Products	936-3057 Central Contraceptive Procurement (CCP)	High	12 Months		200		200
S.O.2	936-5970 TAACS	High	3 years		200		200
S.O.2	936-3068 AVSC	Medium-High	12 Months		200		100
S.O.2	936-3094.2 OMNI MOST	Medium-High	12 Months		200		200
S.O.2	936-3083-02 MEASURE II	Medium-High	12 Months		200		
S.O.2	698-0475.75 ATLAS	Medium-High	35 Months				200
S.O.3: Quality Primary Education Provided to a Larger Percentage of Guinean Children, with Emphasis on Girls and Rural Children	936-5848 Girls' and Women's Education Initiative	High	5 Years		500		500
S.O.4: Improved Local and National Governance Through Active Citizen Participation.	936-5468 Consortium for Elections and Political Process Strengthening	High	12 Months	750			
<b>GRAND TOTAL.....</b>				750	1,500	0	1,400

\* For Priorities use high, medium-high, medium, medium-low, low

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## **PART III. ANNEXES**

### **A. TITLE II SUPPLEMENTAL PERFORMANCE DATA**

#### **1. PL 480: The Profitable Agriculture and Village Extension (PAVE) - OICI**

Guinea's OIC International program known as the Profitable Agriculture and Village Extension (PAVE) Project is a food security initiative intended to improve the quality of life in Mamou Prefecture of the Fouta Djallon region of Guinea. The objective is to improve household food security status through interventions aimed at:

- a) Increasing household income through training in agricultural production,
- b) Promoting improved food consumption and utilization practices; and
- c) Developing a local capacity to plan and manage activities beyond the life-of-activity.

The PAVE was integrated into the Mission's Natural Resources Management Strategic Objective in 1998. During the reporting period, over 70 ha of land were under sustainable agricultural practices in OICI PAVE zones in Mamou. In addition, various training activities were developed to support performance indicators under the NRM SO Intermediate Result No.2: "Producers' productivity in activity zones increased." The objective of this training is to increase the food availability of the population in the Mamou region by providing residents with skills, knowledge and input to increase their food production. During FY 1998, the project trained and assisted more than 1,000 clients, including adult farmers and rural youth who received training in improved agricultural practices and techniques. Among 726 adult farmers trained by OICI in crop production and farm management techniques since the inception of the project in 1997, 33% are able to define environmentally sound production practices. As a result, significant increases in yields of rice, maize, cassava and live fence trees have been recorded. For example, the average yield per hectare for rice production was 1,196 kg in 1997 while it was 2,500 kg in 1998.

Additional training activities in rural construction included masonry, carpentry and sheet metal work applied in the completion of the animal husbandry training and production units. Trainees received practical training in poultry raising, the formulation of poultry rations and management of poultry brooding and growing houses. The poultry raised are now sold and revenues derived are contributing both to the sustainability of the farm as well as increasing food availability in the Mamou region and in metropolitan Conakry.

To increase the impact of the PAVE project, the Credit With Education (CWE) program started in FY 98 to establish a financially sustainable micro-credit facility with replication planned for other parts of the country. Accordingly, seven agents and one coordinator

received a five-week intensive training from Freedom from Hunger. This activity will contribute to NRM SO IR3: "Micro- and small enterprise activities increased."

OICI also contributes to SO 2: "Increased use of Essential Family Planning Maternal and Child Health STD and AIDS-Prevention Services and Products." During this reporting period, OICI provided training to 94 pregnant women and 197 lactating women in appropriate infant/child feeding practices, diarrhea management and prevention, immunization, malaria prevention and treatment, and family planning. This training has enhanced women's food utilization by providing health and nutrition practices in the project zones.

## **2. PL 480: The Dinguiraye Food Security Initiative (DFSI) - AFRICARE**

The Dinguiraye Food Security Initiative (DFSI) is a PL-480 activity implemented by Africare, a U.S PVO. This five-year program, started in 1996, makes use of local currency proceeds from the monetization of vegetable oil to implement food security and health initiatives in Dinguiraye, one of the least served regions of Guinea.

The DFSI program has three elements. (1) to identify community agents, (2) to establish village health committees in 32 districts of Dinguiraye; and (3) to have community agents train committees in certain program interventions. The areas of intervention are nutrition food, storage and handling techniques, identification of problems relevant to the communities, proposing and discussing solutions and planning actions, and learning about interpersonal communication.

In order to address the high levels of acute and chronic malnutrition among children five years of age and under, the program has identified two objectives: 1) improving child and maternal nutrition status by providing nutrition education at the household and community level; and 2) enhancing food security through improved food storage and handling and reduced post harvest losses of food crops. This activity supports the overall strategic objective of USAID/Guinea of "increased utilization of family planning/maternal child health (FP/MCH) and sexually transmissible infections/AIDS (STI/AIDS)-prevention services and products." It does so by directly contributing to the SO's third intermediate result (IR3) "increased behavior change and demand for FP/MCH and STI/AIDS services and products."

During the reporting period, 16 village health committees and eight community health agents were trained in the promotion of good nutrition and food storage habits and practices. The promotion of these practices is key to reducing the incidence of acute and chronic malnutrition for children under five. Practicing good nutrition and food storage procedures will also contribute towards the ultimate objective of reducing childhood morbidity and mortality.

No impact targets measuring the reduction of malnutrition and food security were set for the reporting period. However, as confirmed by the following data, the program has surpassed its process indicators targets. The percentage of children participating in growth promotion was 125%; the number of communities with functioning health organizations attained 160%; and the percentage of households utilizing at least one recommended food storage practice reached 140%.

## **B. ENVIRONMENTAL IMPACT**

### **COMPLIANCE WITH ENVIRONMENTAL REGULATIONS**

#### **1. Planned Activities**

While no new initial environmental examinations (IEE) and environmental assessments (EA) are expected under the Health, Education, and Democracy and Government Strategic Objectives during FY 2001, an EA for the co-management of a classified forest to be identified will be conducted under the NRM Strategic Objective. Following is the timeframe for the actions related to this EA:

- |                                     |               |
|-------------------------------------|---------------|
| · Scoping statement submission      | November 2000 |
| · Completion of field work          | February 2001 |
| · Submission of the final EA report | April 2001    |

The Mission is considering carrying out during FY 2000 a programmatic environmental assessment for all the forest co-management activities to be implemented under the NRM SO. The completion of this PEA will facilitate all the EAs to be conducted afterwards.

#### **2. Compliance With Previously Approved Initial Environmental Examinations and Environmental Assessments**

All the activities being implemented under the four strategic objectives of the Mission have been in compliance with the previously approved IEEs and EAs.

In collaboration with USAID/W, OICI, and the Guinean National Directorate of Environment, USAID/Guinea organized an environment assessment training workshop for representatives of implementing partners including U.S. PVOs, Guinean NGOs, and GOG services. The purpose of the workshop was to help these partners become familiar with the environmental screening and review procedures defined by the Africa Bureau and described in "Environmental Guidelines for Small-Scale Activities in Africa."

In compliance with the recommendation related to the positive determination in the IEE for the NRM SO, an environmental assessment is being planned for the co-management of the Souti Yanfou classified forest in the Dissa watershed. The scope of work for this EA has been submitted to the BEO.

## **C.     UPDATED RESULTS FRAMEWORK**

### **Strategic Objective 1: Natural Resource Management**

#### **Increased Use of Sustainable Natural Resource Management Practices**

- I.R.1** NRM planning skills acquired and applied by community-based organizations.
- I.R.2** Productivity of producers increased.
- I.R.3** Micro- and small enterprise activities increased.
- I.R.4** Favorable policy environment established.

### **Strategic Objective 2: Health and Population**

#### **Increased Use of Essential FP/MCH and STI/AIDS-Prevention Services and Practices**

- I.R.1** Increased access to FP/MCH and STI/AIDS-prevention services.
- I.R.2** Improved quality of FP/MCH and STI/AIDS-prevention services.
- I.R.3** Increased demand and behavior change favoring use of FP/MCH and STI/AIDS-prevention services.
- I.R.4** More effective response among donors government, community organizations, NGOs and private sector in addressing critical health constraints.

### **Strategic Objective 3: Education**

#### **Quality Primary Education Provided to a Larger Percentage of Guinean Children, with Emphasis on Girls and Rural Children**

**I.R.1** Improved Sectoral Strategic Planning, Management and Decision-Making.

**I.R.2** Improved Instruction in Primary Schools.

**I.R.3** Improved Opportunities for Regional and Gender Equity in Primary Education.

### **Strategic Objective 4: Democracy and Governance**

#### **Improved Local and National Governance Through Active Citizen Participation**

**I.R.1** Effective Citizen Participation in Local Governance.

**I.R.2** More Responsive National Assembly.

**I.R.3** More Representative Political Processes.

**I.R.4** Articulation and Promotion of Citizen Interests.

## **D. NEW PARTNERSHIP INITIATIVE (NPI)**

The New Partnership Initiative (NPI) continues to be the fundamental approach used to obtain results under all four Strategic Objectives (SO). Efforts have been made to involve organizations from different sectors (public, private, civil society), different levels (national, local, community), and different program areas (health, natural resource management, economic growth, education, democracy and governance). Reported below is the status of three SOs' utilization of NPI.

### **a. Democracy and Governance**

The D/G team refers to this matrix of different sectors, levels, and program areas as the "three axes of partnership," and to NPI in general as being based upon a "three-dimensional partnership." Thus, at a conceptual level, NPI proved to be useful to the D/G team and its partners. The approach provides the D/G team with a conceptual framework with which it can illustrate USAID approaches to participatory development to potential new partners. It also assists D/G team members and partners to evaluate current and appraise new activities.

CLUSA, for example, uses the NPI approach in almost every aspect of executing its activity. Regional Enterprise Groups (RGE) generate profits to distribute among their members, but they also choose to make social investments in their communities. Similarly, CLUSA training joins RGEs and Civil Society Organizations (CSO) to work with Local Government Units (LGU) and even higher, politically-appointed, levels of government. These activities' generate collective action and intersectoral partnerships which demonstrate the NPI approach's validity at the local level. As part of the Regional Dialog for Decentralization follow up, CLUSA collaborated with CENAFOD and EUPD, two Guinean NGOs, to train representatives in the Kindia municipal council (CLUSA first urban LGU partner) in planning. By the end of this year, two other urban LGU had requested training by CLUSA agents and negotiations had begun with a fourth.

This February, the NPI core team redefined the Mission NPI parameters. With the assistance of the Institute for Development Research and a AAAS fellow out of AID/W/PPC, the Mission learned several lessons. First, the Mission should concentrate on a limited number of issues, which cut across SOs. These issues include adult literacy, financial asset building, PVO/NGO relations, and local institutions building. Second, in articulating an action plan for addressing these issues, the Mission should appeal more directly to a more diverse community of interest, including organizations outside of the USAID family. Third, members of the SO teams should take on the responsibility of addressing these issues, managing the common challenges confronting the NPI activity participants. Finally, the NPI activity teams should approach implementation as a learning strategy, creating opportunities for shared learning

around research action workshops.

The D/G team has chosen to focus on local institutions building, and will focus its institution-building efforts around the World Bank's Village Support Project (VSP). The VSP concentrates on developing the capacity of the rural local government units. However, the CLUSA activity has clearly demonstrated the need to concomitantly develop capacity in organizations from the private and civil society sectors - rural group businesses, civic associations, informal mutual aid organizations, religious groups, etc. The D/G team firmly believes that it can use its comparative advantages in capacity development training and civic education to support the VSP, thereby leveraging its own civil society/local governance strengthening activities.

In fact, the D/G team intends to organize a practitioner case conference on institutional building to follow up on the World Bank's planned regional seminar on decentralization for rural development. This regional seminar supports the VSP's implementation by applying lessons learned from other decentralization experiences in the region. To capitalize on and apply the seminar's findings, the practitioner case conference will encourage participants to bring their own activities' experience as case studies. Participants will dialog to apply the decentralization seminar's findings to their co-participants' case studies, and then follow up with possible staff exchanges for action research and direct application. The D/G team tentatively plans to hold this practitioner case conference sometime in the next three months.

## **b. Natural Resource Management and Economic Growth**

The utilization of the NPI approach has been intensified since 1998 under the NRM Strategic Objective with the involvement of four Guinean NGOs -- Guinée Ecologie, Union Guinéenne des Volontaires de Développement (UGVD), CENAFOD, BALLAL -- and with a focus on strengthening community-based natural resource management capacity. Communities, government technical services, locally elected government offices (CRDs), and NGOs have been working together to improve the management of natural resources.

UGVD provided training to improve the organizational skills of the democratically elected Forest Committee which represents 30 villages involved in the co-management of the Nyalama classified forest in the Koundou watershed. Through this co-management, the Forest Committee shares with the Forest Service the responsibilities and benefits of protecting the forest. Agents of UGVD, CENAFOD, and BALLAL, and the Forest Service also assisted village committees to develop village management plans (*plans de gestion de terroir*) which reflect the villagers' vision and activities to be undertaken to realize that vision.

In order to promote land tenure security for long-term investments in natural resource management, Winrock International and the Forest Service have helped land-users -- women

groups, communities -- obtain long-term land-use agreements with land-owners. This process also involves local authorities at the district and CRD levels.

Guinée Ecologie, the GOG's National Institute of Pedagogic Action and Research, school teachers and administrators, and agents of the National Directorate of Water and Forests participated in a workshop on environmental education held in Labé.

Under the ongoing Agricultural Marketing and Investment Project, Guinea's private banks, GOG ministries and FICA -- a Guinean NGO -- have been collaborating with private agricultural producers and investors to improve their businesses.

PRIDE/Finance -- a Guinean microfinance NGO created under the Guinea Rural Enterprise Development project (GREDP) -- has been working with grassroots organizations in providing microcredit to the poor. It has also successfully recruited qualified business people for its Board of Directors.

PRIDE/Guinée, another nascent NGO spawned under GREDP, provides entrepreneurial training to the Ministry of Agriculture, civil society organizations, and private sector firms.

### **c. Basic Education**

The Education SO works in partnership with both the public and private sectors and civil society organizations. Fundamental Quality and Equity Levels<sup>1</sup> (FQEL) implementing partners include the Education Development Center (EDC), Save the Children, World Education, Plan Guinea, and the Ministry of Pre-University Education (MEPU). These partners in turn work with Guinean civil society organizations, both at the national and local levels. World Education and Save the Children have partnered directly with local Guinean NGOs and village associations to implement their activities, train parents' associations and form village schools. The local NGOs and associations receive ongoing training and support from their American NGO partners. Activities such as those that build the capacity of local parent-teacher associations support Mission Democracy and Governance objectives as well as Education objectives. Thus the D/G team is involved in monitoring the results of these activities.

The Girls' and Women's Education (GWE) implementor, Plan Guinea, is beginning to identify some pilot communities with whom it will carry out small-scale activities that support girls' education. This partnering will take place at the local level, perhaps in collaboration with *associations des ressortissants* and/or directly with village CRDs or other types of

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<sup>1</sup>FQEL is a tool for strategic management and planning for basic education

village groups. Plan Guinea has also formed a National Working Group for Girls' Education that includes 12 leaders from the business community, religious community, NGOs, government Ministries, and the media. This group will take a lead role in developing a national strategy in support of girls' education. The National Working Group attempting to form international ties with groups working to support girls' education from its participation in an international girls' education conference in May 1998.

EDC technical assistance team members work in close partnership with their counterparts at the MEPU. The FQEL activity teams are composed of both MEPU and EDC staff. Throughout the FQEL activity, these teams are tasked with reaching out to decentralized levels of the MEPU as well as to civil society to consult on Guinea's development of the FQEL framework defining standards of quality and equity in Guinean schools. The decentralized consultation process started in April 1998 and will continue throughout the life of the FQEL activity, with seminars held in various regions of the country to discuss what people consider priorities for primary education in Guinea.

Five Guinean NGO partners working directly or indirectly with SO3 activities are participating in the NGO-management training program that is being organized by the D/G SO. The Education SO team hopes that this training will further reinforce the skills and training that these NGOs are acquiring through their activities with PVO partners such as World Education, Save the Children, and Plan Guinea.

## **E. LELAND INITIATIVE**

The Leland Initiative started in Guinea in 1996 with the installation of the national internet gateway in Conakry. In 1998, the internet expanded to three secondary cities. Despite numerous constraints to this nascent development, the internet has helped link Guinea to the information super highway of the world. To date, three internet private service providers in Conakry have served over 600 subscribed organizations or individuals in both the public and private sectors. The following promising results have been achieved:

1. Some governmental services, international and national non-governmental organizations, private enterprises and businesses have used internet as a means of fast communication and information access.
2. The three important independent newspapers have obtained news and other information from the internet.
3. With funding from the UNDP, Guinée Ecologie, a Guinean NGO, has developed a web page for the GOG's National Directorate of Environment where people can find geo-ecological information and have access to different environment-related codes or regulations in Guinea, and access information on related websites elsewhere.
4. FICA, a Guinean NGO created under the USAID-funded Agricultural Marketing and Investment Project, is developing a web page which provides information about Guinea's agricultural products and market opportunities.
5. An Internet Society (*Association Internet de Guinée*) has been established to promote the use of the internet in Guinea with Guinée Ecologie as its Executive Director. This society has received initial funding of \$120,000 from a Swiss organization, "Fondation du Devenir," to support its activities.

The NRM SO team envisions intensive application of the Internet and Geographical Information System (GIS) technologies in the implementation of its new expanded natural resource management activity, which will start in July 1999.

### **Regional Dialog for Decentralization**

The Regional Dialog for Decentralization, an internet-based activity, has yet to take place in Guinea. There are several reasons for this lack of activity. The Dialog for Decentralization was intended to enable key actors in the field of decentralization in Guinea to use the internet to discuss decentralization issues with each other and with their counterparts in other West African countries. To this end, the Research Triangle Institute (RTI) set up a Web-based

forum, hosted on their server in the US. The Dialog started, when RTI brought together participants from Guinea and three other countries in a week-long conference in Abidjan, to discuss face-to-face and to introduce the participants to the internet.

To date, however, no internet-based discussion has taken place. There are several reasons for this lack of activity, discussed below:

- The network has only one computer with internet access, located at CENAFOD, available to the participants in Conakry. The participants, who include such notables as the mayor of Kindia and the *Conseiller Chargé de la Décentralization*, are expected to convene at this computer every two weeks or so and discuss any issues brought up to website; so far, they have yet to meet to do so.
- Most of the participants are intimidated by the computers, their training sessions in Abidjan notwithstanding; and some consider it beneath their position to actually sit at a keyboard. Their understanding is that the CENAFOD librarian will do the typing for them.
- The web-based medium is unnecessarily difficult to use; it requires two sets of user names and passwords, and forces the participant to go through several pages of log-ins (with prompts in English) and menus before coming to the forum itself, which has a fairly complex hierarchical structure and must be navigated using buttons and menus in English.

Several other aspects of the project's design bear questioning as well: The forum website was conceived, designed, coded, and is hosted and maintained in the US by RTI staff, when this activity would have been an excellent opportunity to build local capacity to do the work in Africa. The forum is moderated by an American, who puts forward a "*Question du Jour*" to which participants are expected to respond.

Recently (11/14/98), some of the dialog participants met to discuss how to revitalize the dialog for decentralization. They agreed upon the following action steps, the impact of which the D/G team will track and measure over the next reporting period:

- Redistribute the results of the financial resource mobilization workshop, held in Kindia last December, to the dialog participants and eventually post the results, in the form of a report on the RTI regional dialog for decentralization web page.
- Discuss and react to the Ivory Coast decentralization case study, currently posted on the RTI web page.
- Follow through on the steps outlined in the Kindia financial resource mobilization workshop action plan.

- Re-engage the Ministry of Interior and Decentralization in the dialog by presenting themselves, as members of the Guinean network, to the Minister and by providing him with a summary of the network's recent and planned activities.
- Develop a Guinean case study on decentralization and present it to RTI for posting on the web page.
- Organize a round table discussion on decentralization with the goal of the encouraging the GOG to install a National Council on Decentralization.

**F. GUINEA: POTENTIAL SOURCES OF CONFLICT AND INSTABILITY** (Dated November 1998)

**Executive Summary of Sources of Conflict and Instability**

Guinea has made good development progress in recent years but has a long way to go before graduating from the ranks of the world's poorest countries. This progress and Guinea's stability are, however, threatened by a number of potentially destabilizing factors. In the near term, these factors include multiparty elections, presidential succession struggles, and conflicts in neighboring countries that have made Guinea the host of the largest number of refugees in Africa. Over the long-term, continued high poverty and unemployment, coupled with negligible progress in job creation, may also conspire to trouble the peace in Guinea. Addressing these problems is made difficult by a fast growing and youthful population.

Another critical factor impacting Guinea's stability is the maintenance of peace within the military. The February 1996 mutiny within the army demonstrated how unanticipated violence can rise up suddenly to disturb the peace and reverse development progress. The Kaporo-Rails riots following the government's razing of a neighborhood in the Ratoma commune of Conakry also showed how events can have unintended consequences and spin out of control. Fortunately for Guinea, neither of these events resulted in major setbacks for the country. Nonetheless, both of these events served as useful lessons about the potential for unrest in Guinea.

Low household incomes and a rising cost of living are inherently destabilizing. Any important rise in the cost of essential goods, especially rice, has the potential of sparking unrest. The continued freezing of salaries and lack of job creation could also lead to civil disturbances. The large accumulation of school graduates (primary, secondary and university) without jobs adds to social tensions.

Endemic corruption in Guinea and recent strong government efforts to combat it are producing additional tensions. The tendency for the concentration of growing wealth and power among elites within one ethnic group bears watching. The domination of key military and civilian government positions by members of one ethnic group is a concern. The division of major political parties along ethnic lines is an additional factor that makes ethnicity a growing factor in Guinea which, historically, has had a reputation for relative peace among its ethnic groups.

The peaceful and stable nature of Guinea is attributed to a number of factors. These include complex historical and cultural elements. Among these is the legacy of 26 (1958-1984) years of harsh dictatorial rule under Ahmed Sekou Toure. The positive role of Islam, the predominant religion in Guinea, is often cited as a stabilizing factor. There is some concern,

however, that the younger generation of Guineans is less affected by social values, traditions and historical experiences which have helped maintain the peace in Guinea in the past.

An important concern for Guinea is the over-concentration of power in the presidency versus the weakness of other branches of government. The lack of power and autonomy of Guinea's young, three-year old National Assembly contributes greatly to this governmental power imbalance. An ill-equipped and less than independent judiciary makes it a weak branch of government. Furthermore, the government's delay in holding elections for grassroots institutions calls into question its commitment to democratic principles.

The generally low health level of the Guinean people is important among the factors which contribute to Guinea's status as one of the world's poorest countries. The high fertility rate among Guinean women is potentially destabilizing, as population growth outstrips resources available for development. Also, the consequences of a population structure where nearly 50 percent of the people are under the age of 15 weighs heavily on Guinea's development prospects and ability to remain peaceful. Environmental problems and Guinea's high dependence on rice imports make it harder to sustain developmental progress.

Guinea is recognized as a good structural adjustment performer, yet this good performance has not resulted in any significant reduction in the extreme poverty that prevails in Guinea, particularly in its rural areas where the vast majority of its population resides. The unequal distribution of wealth among the population also is causing some discontent. Moreover, the transition to liberalized economic and political systems is causing additional strains among some segments of the population.

There is some question of how much longer the population can patiently wait for the benefits of economic reforms. Fulfilling the promise of economic reforms will require a much higher level of private investment, particularly in the non-mining sector. Without substantial and constant increases in private investment, the number of jobs needed to absorb a large mass of the jobless will never be created. Increasing jobs, salaries and the purchasing power at the average household level are important to avoiding civil unrest.

Guinea's human rights record remains poor and, as such, damages its image as an emerging democracy. The number of arbitrary arrests and deaths in prison due to unhealthy conditions contributes heavily to this poor record. The absence of private radio and television stations is also of particular note. A growing crime rate and reports of limited use of Conakry as a transit point by international drug dealers are added worries. Law enforcement personnel are under-equipped and unprepared to deal with these growing problems.

With adequate means and good leadership and governance, Guinea has the potential to avoid major conflict and achieve an acceptable development growth rate. Bringing to an end the

conflict in Sierra Leone and repatriating or resettling the large number of refugees currently in Guinea is vital to Guinea's stability and development. Making the arrangements, including civilian oversight of the military, required to assure a peaceful succession to President Conte in 2003 will be crucial to maintaining stability in Guinea.

The holding of fair and honest presidential elections this December and in 2003 will represent major tests of the current government's commitment to democracy. The National Assembly elections in the year 2000 will also be of high importance. The peaceful transfer of power to a new president through legitimate multiparty elections in 2003 would distinguish Guinea as one of the more advanced democracies on the African continent.

Other factors that are currently of less importance but could disturb the peace in Guinea include the rise of Islamic fundamentalism and undesirable foreign interests. Fortunately, drought, the famine occasioned by it, and other natural disasters are infrequent and not severe. Guinea's favorable agricultural base and climate also lessen the stress caused by poverty.

Possible crisis scenarios include the mismanagement of the upcoming presidential elections in December and an increased level of violence in Sierra Leone, which would result in more refugees, and a higher level of armed conflict inside Guinea. Another scenario presented is a revolt within the military similar to the one in February 1996, but resulting this time in the toppling of the government. A sudden, big hike in rice prices and the cost of living are also elements that figure strongly in a destabilizing scenario. The chaos that might ensue from the untimely demise of the president is another possible crisis scenario. Indicators to anticipate such scenarios and track elements that could work to create conflict or instability are suggested.

Safeguarding Guinea's high natural development potential and keeping Guinea on its promising long-term development track requires treating Guinea as a special development case. This is particularly the case in light of violent conflicts in neighboring countries and the large refugee presence, both of which make huge parts of Guinea unstable. An exceptional, well-coordinated and well-supported integrated program of development, humanitarian and military assistance will be required to maintain securely Guinea's position as an island of stability in the sub-region. Such a program would require a much greater flow of resources from donor countries than is currently the case.

The quality of governance and national leadership provided will be decisive in Guinea's case. Competent and inspiring leadership will be essential to guide Guinea safely and soundly through this difficult transition period. Such leadership can help quell the growth of despair and loss of hope which often fuel the tensions underpinning a rise in instability. In Guinea's case, this means that much depends on the abilities and wisdom of the president and his close associates.

## **G. USAID/KFW CO-FINANCING PROJECT: SOCIAL MARKETING OF CONTRACEPTIVES**

### **1. Summary**

USAID and the German Development Bank (KFW), have agreed to co-finance (\$11.8 Million) social marketing activities for the private sector. After three years of intense negotiations, USAID and KFW agreed to jointly fund an activity being implemented by PSI and its local affiliate, OSFAM. KFW's share of the co-financing will be \$7,000,000. The success of the USAID-funded PSI/OSFAM activities made this co-financing possible.

### **2. Background**

In 1995 the MOH, impressed by the success of the USAID-funded PSI/OSFAM social marketing activities targeting the private sector in Guinea, solicited additional funding for the expansion of the program from KFW. Discussions soon began between USAID, the MOH and KFW. The negotiations went on for three years with KFW funds finally became available in December 1998.

The goal of the jointly funded activity is to increase the use of contraceptives via social marketing to decrease the spread of HIV and reduce the rate of population growth. Three major strategies are being employed to obtain this goal: the expansion of contraceptive sales and personal awareness into rural areas; the development of a sustainable nationwide network of private sector wholesalers; and the development of an IEC campaign focused on hormonal methods that targets young urban women and their partners.

Over the next four years the program expects to increase the delivery of CYPS by at least 20 percent annually while simultaneously reducing its cost by 40 %.

Joint collaboration with KFW will ensure continuity of previous Mission activities. It will free up USAID money previously earmarked for the PSI activity and allow USAID to expand and focus on different activities under the Mission's new Health Strategic Objective.

## **H. REPORTING CABLE FOR THE PERFORMANCE RESULTS ASSESSMENT (PRA) January 1999**

### **1. Summary**

Between December 2 to 16, 1998, USAID/Guinea undertook a Performance Results Assessment (PRA) of its program during which the four Mission Strategic Objective Teams presented assessments of their performance results for the period October 1, 1997 through September 30, 1998. The purpose of the exercise was to review the Mission's program results through a Mission-wide peer review process and identify key issues and challenges that will help the SO teams and Mission form their development agenda for the up-coming year, and to prepare for the 2001 R4 exercise.

In December 1998, USAID/Guinea undertook an assessment of its program during which each team highlighted its accomplishments and discussed concerns with an audience comprising Mission personnel, a selected panel responsible for directing prepared questions to SO team members, guests from various USAID/W offices and in some cases other agencies at posts (Peace Corps, Embassy), and NGO and GOG Partners. The exercise allowed team members to present a comprehensive overview of their programs, review how the various activities were continuing to achieve stated goals and objectives and allowed team members to develop and engage the Mission in constructively analyzing problem areas, identify options and solutions and facilitate synergy among strategic objectives.

### **2. Key Observations/Issues**

#### **a. Strategic Objective One: Increased Use of Sustainable Natural Resources Management (NRM) Practices**

**(i) Capitalizing on Transitional Activities and Documenting Trends in Results:** The Natural Resources Management Strategic Objective (NRM-SO) is in a period of transition. The SOAG was signed in June 1998 and implementation will not begin in full force until the second half of FY99. Several current projects which had been initiated under the former SPO for the environment and the former SO for agricultural markets will be ending in 1999. The new NRM-SO builds upon the results obtained and lessons learned under these projects in order to "increase the use of sustainable natural resource management practices" in an extended geographic area of Guinea. The team will continue to leverage as much future benefit to the NRM-SO as possible from existing projects. For example, team members are exploring ways to make better use of a loan guarantee fund for agricultural marketing and to improve the prospects for sustainability of the Agricultural Marketing Foundation established under the Agricultural Marketing and Investment project. The team intends to contribute to a business plan to turn the Guinean NGO, PRIDE, created under the Guinea Rural Enterprise

Development project, into a financially viable micro-finance institution. These activities will provide some of the economic incentives and financial resources which have been shown to impact directly on farmers' willingness and ability to invest in more intensive agricultural and natural resource management practices.

In order to better document trends over time, the Strategic Objective (SO) team will endeavor to push the baseline data back as far as possible for those performance indicators on which USAID programs have had an impact and for which data are available. The team will also establish and refine many of its planned performance indicator target-values over the course of the coming year as more information becomes available and the new centerpiece expanded natural resource management activity takes shape.

A USAID/W official observed that trends are particularly important in monitoring progress in natural resource management programs because there is a well-documented time lag--demonstrated in many african countries--between when the enabling conditions (policy framework, human resource capacity development, economic incentives, etc.). For improved NRM-related practices are established, and when the practices are actually adopted on a significant scale. Evidence from other countries also demonstrates that NRM programs that have ultimately achieved impact-level success are those that have stuck with the program over an extended period of time. In order for team members to be assured that the program is on the right track, it is important to identify and document positive trends. For example, evidence that farmers are continuing to adopt productivity-enhancing practices is more significant than the absolute numbers who adopt them. Farmers need to see the outcomes of technologies for themselves before they invest in them, and a positive trend indicates that a practice is profitable from a farmer's point of view.

**(ii) Building synergetic relationships:** the PRA re-emphasized to the NRM-SO team the importance of continuing to search for ways to build mutually beneficial and reinforcing (synergetic) relationships at several levels: a) within the set of activities managed directly by the team itself; b) with other Mission so activities; c) with other donors' activities; and d) with USAID/Washington-managed activities. These relationships already exist to varying degrees at each level, but should be strengthened where there are mutual advantages to doing so.

For example, there is an obvious opportunity for the NRM-SO team to collaborate with the Democracy/Governance SO, via the existing National Cooperative Business Associations/Cooperative League of the USA (NCBA/CLUSA) strengthening civil society project, and through the new D/G and NRM activities as they are developed under respective upcoming competitive solicitations. The current CLUSA activity focuses on strengthening community-based organizations, as does the ongoing natural resource management project implemented by Winrock International, and the new NRM-SO as a whole. To the extent that

geographic activity zones coincide in the future, there may well be ways to profitably apply the different orientations and respective comparative advantages--in terms of differing technical and managerial expertise--of the D/G and NRM project implementation teams in a complementary fashion SO as to accelerate development of village-level groups and other local organizations.

The team noted that there may be similar opportunities to collaborate with the new World Bank/IFAD/French-financed Village Communities Support project (PACV)--particularly in the forest region. The USAID NRM-SO has recently initiated a Health and Environmental Protection Action (HEPA) activity designed to mitigate the negative effects on the environment and health delivery services caused by the large numbers of Sierra Leonean and Liberian refugees in the Forest Region. HEPA will serve as a pilot activity for an expanded USAID/NRM presence in this region, and could also provide a side-benefit of helping to improve monitoring of the humanitarian relief programs for the refugees to which the USG is a major contributor.

The NRM-SO Team should also look to establish new relationships with USAID/W activities such as the rural and agricultural incomes with a sustainable environment program (RAISE), environmental policy and institutional strengthening IQC (EPIQ), and ("FRAME") to complement the expertise of resident project implementors in areas such as environmental assessment, agricultural sub-sector analysis and market development, and strategic planning and evaluation. These connections may have the additional benefit of helping to improve information flows among practitioners of NRM and other related activities within the region.

#### **b. Strategic Objective Two: Increased Use of Family Planning/Maternal Child Health/STI-HIV AIDS-Prevention Services and Practices**

**(i) Low Contraceptive Prevalence Rate (CPR) after seven years of implementation?** The team observed that determining the CPR is difficult in the absence of an accurate survey. The last DHS was undertaken in 1992 and the next DHS is planned for 1999. Six years have elapsed since the last DHS and, with the added factor of limited and unreliable data, estimating the CPR becomes even more problematic.

Nevertheless, the team has used the family planning program monitoring and evaluation system software (FPPMES), and has estimated the CPR to be 2.4%, based on the volume of all contraceptive commodities distributed to vendors, wholesalers, or sold to clients in one year by USAID family planning/social marketing programs. This 2.4% estimate does not include the "parallel market" where contraceptives are sold but data are unavailable. Nor does it include the public sector data from Middle and Lower Guinea an area covered by another donor. As such, the estimates obtained from FPPMES may be slightly lower than the real CPR.

Furthermore, the team underscored the importance of understanding the historical context and trends of CPR in Guinea. USAID/Guinea only initiated social marketing activities in 1991, and this was the first significant reproductive health initiative in a country that had been historically pro-natalist. Since the 1991 start-up, 12,000,000 condoms have been sold in contrast to fewer than 200,000 condoms previously.

In comparison to other West African countries, with CPRS under 10%, and which have had considerable more investment over a much longer period, Guinea is at the level expected for a program in a launch phase. As socially-marketed pills were introduced in 1995, and injectables soon after, the team noted that there should be significant returns on the investment in years to come. Furthermore, as increasing the CPR is linked to a behavior change, a long-term investment to realize dramatic changes in the CPR will be required.

**(ii) Social Marketing/PSI Transition Issues:** This is a transition year for Population Services International (PSI). The public sector grant which PSI previously managed was awarded to another applicant, necessitating PSI to terminate contracts of a number of long-term employees. During the first quarter of 1998, PSI spent a significant amount of time bringing to a close their public sector activities. As the new grantee consortium was not fully operational until the second quarter of 1998, PSI had no alternatives for implementation. Thus, its activities in the public sector floundered.

Parallel funding for PSI/OSFAM activities from the German Development Bank (KFW) has been delayed for over a year and this deferment has had a significant impact on all aspects of the USAID grant. In addition, stock-outs, due to insufficient planning, has had the most programmatic impact.

As of this writing, PSI has surmounted the problems encountered during the transition period and is focusing on a new sales initiative. PSI have resolved the stock out problems and have also received the KFW funding. The SO team is confident that PSI is now on solid ground to achieve or exceed all program targets.

**(iii) Status of Donor Coordination:** donor coordination is an area of renewed focus for the health team. The team noted many successful activities which occurred during the past year. For example, (1) the team has joined an informal group of donors that support activities in the health field, and (2) because of the Mission's urban health initiative, the Mission is actively coordinating with three other donors working in urban areas: the European Union; the *Coopération Française*, UNICEF, UNFPA.

**(iv) Coordination between USAID/Washington and USAID/Guinea:** USAID/Washington has funded (or is in the process of funding) a number of new health initiatives through UN organizations, or through other cooperating agencies (CAS) working in Guinea. The team

noted that, in some cases, it was unaware of Washington funded activities or subsequently became informed. Owing to this lack in coordination between USAID/Washington and the Mission, the team's stature and presence were undermined, thereby missing opportunities to coordinate, and/or leverage policy.

As the health team is the primary manager of all health interventions and has ultimate responsibility for USAID/Washington and USAID/Guinea funded activities in Guinea, all interventions must complement the Mission's health strategic objective and must be coordinated with the health team's partners, in particular the ministry of health (MOH). In order to safeguard the health team's relationships with its partners, it is imperative that USAID/Washington communicate and coordinate all its activities in Guinea with the Mission.

**c. Strategic Objective Three: Quality Primary Education Provided to a Larger Percentage of Guinean Children with Emphasis on Girls and Rural Children**

**(i) Pipeline:** There are currently two education activities being implemented under this strategic objective: the Fundamental Quality and Equity Levels (FQEL) activity with LOP funding of \$20 million, and the Education Sector Reform project (ESRP - fully obligated since 1994) with LOP funding of \$10.7 Million. FQEL activity start-up was slow: initial obligation was made in FY95 but for a number of reasons related to insufficient technical and contract officer staffing at key moments, grant and contract agreements were not finalized and awarded until FY97. All FQEL activities are now fully underway, but the delayed initial start-up combined with regular annual obligations has resulted in a large pipeline for the education SO. The pipeline will remain large for the next several years despite the now vigorous activity pace and recovered spending patterns. The education team emphasized that it is closely monitoring activity pace and spending and will continue to do SO. This is particularly important as the team is now beginning to consider plans for expansion of current activities and/or start-up of new ones over the next few years.

**(ii) Program Directions Through 2005:** There was discussion around new directions for the so for the remaining period of the Country Strategic Plan (through 2005). Current activities under FQEL and ESRP will all end in either FY01 or 02. Due to the complexity of design and procurement, the SO team must begin planning now to identify activities that will take the education so through the remainder of the strategy period, i.e. 2005. One of the key decisions to be made is the determination of the most appropriate timing for moving from the current FQEL and ESRP project agreements (with PACDs in 2002) to a new, strategic objective agreement (SOAG) that will encompass all the team's activities. The education team committed itself to developing several scenarios laying out proposed timing for a new SOAG design, signing, and start-up. The team will present these scenarios to Mission management in January 1999 with recommendations as to the best course of action to pursue. By the time the R4 is submitted in March 1999, a Mission decision will have been reached as

to which scenario to pursue. The team will then develop a work plan for implementation of the new activities according to the scenario schedule.

**(iii) Education Policy Dialogue:** Mission management asked the team to describe the level at which education policy dialogue is being carried out with the Government of Guinea (GOG). The team responded with several examples: (1) the Fundamental Quality and Equity Levels activity has as its centerpiece the development of planning and analysis capabilities and tools ("FQEL" framework development is chief among them) that will enable the Ministry of Pre-University Education (MEPU) to understand the current reality of the primary school environment in Guinea, to widely discuss and identify priorities for addressing needs, and to decide where to best invest limited resources based on these priorities. One of the Intermediate Results in the SO and a good deal of FQEL activity TA is devoted to developing this planning, analysis, and management capability for the primary education system SO that the GOG and the ministry are able to conduct future policy dialogue, both within Guinea and with external donors, based on a well-informed understanding of the challenges and potential solutions to attacking problems and weaknesses in the system. Thus USAID is directly supporting ongoing dialogue about education data that is crucial to policy planning and decision-making. (2) Also as part of the FQEL project, the MEPU's steering committee has been reactivated. The steering committee serves as a forum for analyzing and making decisions about the progress of the primary education system in general, not limiting analysis to the work of individual projects or donors. The Secretary General, number two person in the Ministry, is the chair of this committee, which includes department heads from various other key MEPU units. During the last year the team noted the increasingly dedicated and enthusiastic involvement of the secretary general in steering committee meetings. Thus USAID is helping to spark dialogue on issues that are key to policy development which involve high-level Ministry officials on a regular basis. (3) Over the last year the education SO team helped to re-invigorate monthly education sector donor meetings that are an important source of information flow and exchange. The MEPU is also represented at these meetings. The challenges of donor coordination remain, however. Some of the larger donors without a strong in-country presence often continue to "plan" on a one-sided basis, tending to inform other donors of their actions rather than opening a dialogue in which all work together to plan and implement activities. The team recognizes the importance of donor coordination and is working to strengthen this area despite the hurdles. The team acknowledged that policy dialogue with other donors is something that requires constant attention and improvement. (4) Finally, the team explained their contributions to policy dialogue through certain specific interventions that helped to improve understanding and spark public discussion of important current issues: e.g. The SO team sponsored a study in 1998 to look at problems of textbook acquisition and distribution in primary schools. Although USAID has had only a minor role with textbooks in the past, the problem was one of concern to all. USAID will continue to offer follow-up support to policy dialogue about textbook issues and has offered to work with the MEPU more closely on the issue.

With upcoming plans for developing a SOAG, the SO team stated that more intense policy dialogue will be needed with the MEPU (and other donors) to design the interventions that USAID will commit itself to supporting. The team's hope is for the MEPU to take the lead in orienting donors around their vision of primary education support in Guinea, using the FQEL framework as a guide, so that a cohesive plan is developed. It will be the team's goal to have planning take place in that way. Mission management offered their support during the PRA for becoming increasingly involved with high level education policy dialogue (i.e. with the Minister of Education) and asked for suggestions from the team as to how to become more involved. The SO team will follow up by calling on the director as assistance is needed in dialogue, especially regarding the development of new activities and a SOAG in the near future.

**d. Strategic Objective 4: Improved Local and National Governance Through Active Citizen Participation.**

(i) **Funding:** The team noted that the management contract with AID/W requires an estimated OYB level of \$4 Million to achieve intended results. The team calculated this figure through extensive consultation and analysis with its partners. However, the past and current fiscal years' allocations (\$2.16 Million and 1.8 Million, for FY98 and FY99, respectively) to the D/G program has confirmed the unlikelihood of ever receiving the planned OYB funding level. Based on the last two fiscal year funding levels, the team believes that it will have to either eliminate or scale back some of its intended results. The team envisions that it must take a two-pronged strategy to address the reduced funding levels. First, the team must work with other so teams to devise creative funding mechanisms for D/G activities. The team can and should serve as a technical and managerial resource for D/G related activities nested in other SO program areas. Other SO teams could compensate the D/G team in one of two ways for this service. They could buy in to an existing D/G activity and help scale up the activity by extending it into another geographic region or into a particular technical area (NRM, Education or Health). Another option would be for the other so teams to engage D/G activity implementors directly as sub-grantees/contractors to execute the D/G-related activity or activity element nested in other, non-D/G programs.

Second, the team now has had time to review the results of two assessments conducted recently on the Guinean civil society and the National Assembly. Both assessments pointed out the weaknesses and institutional immaturity of the assembly and of national level civil-society organizations as development actors. The assessments have led the team to conclude that substantial investments in either area would be cost ineffective in terms of achieving expected results per dollar spent within the CSP time frame. Therefore, the team is considering to recommend to AID/W the elimination of two of its Intermediate Results, a more responsive National Assembly (IR#2) and Effective Articulation and Promotion of Citizen Interests (IR#4). Eliminating these Intermediate Results would not rule out

intervention in either of those areas. However, any activities would have to be related to and support the other two remaining Intermediate Results -- Effective Citizen Participation in Local Governance (IR#1) and More Representative Political Processes (IR#3)-- as these are areas where the Mission has demonstrated ability to achieve results.

The team feels that this two-pronged solution is necessary, given the current funding resource environment in AID/W. Even if AID/W agrees to the elimination of IR#2 and IR#4 from the team's management contract, funding will remain problematic to finance both continued support for upcoming municipal and legislative elections and an expanded civil society strengthening program. Thus, the team will have to rely on other SO teams to contribute to its achieving IR#1. Other SO teams contribution will enable the D/G team to allocate its scarce remaining resources periodically to support future elections. The team estimates that once its expanded civil society strengthening activity is on line, it will require an OYB of at least \$3 Million.

**(ii) Municipal Elections:** the team is actively engaging bilateral and multilateral donors in a dialog with the GOG to ensure that municipal elections are held by the year 2000. Donors are investing heavily in strengthening local level governance in Guinea, as part of an effort to institutionalize the GOG's decentralization efforts. Renewing the expired mandates of the municipal governments, especially in rural areas, is critical to ensuring the sustainability of donors' investments. Therefore, the team intends to build on the momentum created by the donor coordination for the recent presidential elections. A soon to be conducted, USAID-financed evaluation of the donors' presidential election activities will refine potential donor interventions in support of the municipal elections by drawing on lessons learned.

**(iii) The Cooperative League of the USA (CLUSA) and the World Bank \$200 Million Village Support Project (VSP):** concern was expressed in safeguarding CLUSA's accomplishments and hands-on grass roots approach in rural communities in the face of the soon to be implemented VSP. The team solicited the front office's support to dialog with the World Bank and other VSP donors/implementing organizations in order to ensure that the VSP does not undermine CLUSA and other, similar aid-financed activities. This dialog has already enabled the team to begin organizing opportunities for VSP donors/operating organizations to benefit from the lessons learned from clusa's experience working with local governments in Maritime Guinea. If VSP donors/operating organizations choose to build on CLUSA's experience, the team will be able to leverage the VSP and scale up its own expanded civil society strengthening program to cover all of Guinea, rather than just an additional geographic region.

### 3. Conclusion

The PRA exercise gave teams the opportunity to carefully review their program accomplishments in order to bring to the fore issues for the attention of senior Mission management and, subsequently, AID/W through the forthcoming 2001 R4. Important feedback was gained during discussions involving members of the panel, the audience at large and team members. In addition, the presence of AID/W personnel on some of the teams and the inclusion in the audience and panel of personnel from Peace Corps, the Embassy, NGOs and the GOG added a further dimension in the exchange of ideas that was important for understanding issues within their proper contexts. For example, it was noted by an AID/W extended member that Washington puts a lot of emphasis in observing long-term trends in results reporting for assessing progress in attaining targets. Furthermore, the need for increased synergistic activities among SOs, especially with regard to D/G, was recognized, and there was a pledge by all teams to work together to define mechanisms for tracking such activities. It was further recognized that the NPI activities, the corner stone of the Mission's 1998 to 2005 Country Strategic Plan, had laid the ground work for the accomplishments which had been so far achieved with respect to D/G. A steering committee comprising members of all teams and the Strategic Planning and Results Center is now charged with the responsibility of coordinating plans for the next PRA which will probably take place in the fall of 1999.

## **I. CONTRACEPTIVE PREVALENCE RATE (CPR)**

In the R4 for FY 2000, the SO2 team estimated CPR at 7% for FY 1997. However, based on the findings from a review to validate past results, the SO team had to decrease PSI's 1998 CPR estimate. The team noted that PSI had estimated its 1997 CPR on four factors. The first took into account the private sector and the number of women of reproductive age and the 1997 CYP. The second considered the public sector and the number of women of reproductive age and the 1997 CYP. The third, which accounts for 3% of the projected CPR, is based on a survey of 70 women in Conakry. The team noted that the small sample size and the methodological design of the survey made the results questionable. In addition, the team noted that the survey incorporated women who had already been included in determining the CPR under the first factor. This error resulted in double counting. The fourth and final factor estimated the informal sector for which there is no available data. Accordingly, based on these findings there is cause to believe that the 1997 CPR calculation was over estimated.

Presently, there is no reliable estimate for CPR available to the SO2 team. The last DHS was prepared in 1992 and estimated a 1% CPR for MWRA(15-49) using modern contraceptive methods. It has been over six years since the last DHS and no reliable data will be forthcoming until the next DHS which is currently being done.

## **J. REPORTING CABLE FOR THE NEW PARTNERSHIP INITIATIVE**

### **General summary**

On Friday, February 12, 1999 Steve Waddell, Institute for Development Research (IDR), and Dan Friedheim, AAAS Fellow/AID/W/PPC, presented their field work findings on the potential to promote intersectoral partnerships in Guinea to the USAID/Guinea New Partnership (NPI) Core Team. Participants included representatives from the Mission's strategic objective (SO) teams and from partners in the field, such as U.S. private voluntary organizations (PVOs) and a select number of Guinean non-governmental organizations (NGOs). The Mission, a Leading Edge Mission (LEM), will follow through on Waddell's and Friedheim's recommendations as part of an overall effort to operationalize its NPI strategy.

### **Background**

In February 1996, USAID/Guinea formed an NPI team to submit a proposal to become a LEM. This team, working with USAID PVO and NGO partners, helped create new synergistic relationships that seemed to materialize spontaneously after the Mission introduced NPI to its partners in the field.

Following its selection as a LEM, the need to work effectively and efficiently with its partners to implement NPI, led the Mission to broaden its NPI core team to include those staff who work closely with partner organizations. The Mission's NPI core team had therefore become crosscutting and included representatives from each of the Mission's strategic objective (SO) teams. This expanded team was responsible for informing each of the Mission partners about NPI, the role of USAID/Guinea as a LEM, and their new role in Mission activities.

During the first half of the Learning Phase, the Mission's closest partners were asked to identify which of the activities implemented by their organization reflected NPI and to share proposals for new approaches and the creation of new partnerships. Their feedback and collaboration were reflected in the interim report. Later during the Learning Phase, NPI was introduced to those partners more indirectly involved with Mission activities. The Mission informed them during Reengineering Partners Meetings of the Mission role as a LEM and asked them to prepare input for consideration at the appropriate stage in the USAID/Guinea Strategic Planning process.

In July and August of 1996, the USAID/Guinea conducted short training sessions for each of the Mission's SO teams during an extended TDY in order to clarify what NPI is and how activity managers and other Mission staff could become more directly involved in the initiative. Following this training and the consolidation of the NPI core team at a mid-

summer reengineering retreat, each SO team began to actively identify opportunities for implementing NPI in current and new activities. The SO teams integrated these ideas into the Results Frameworks and Packages they were developing as part of Reengineering and in preparation for developing the Country Strategic Plan.

As a result of these activities, Mission partners quickly internalized the NPI philosophy and principles, and began to plan an extremely active role in implementing the initiative. In September 1996, USAID/Guinea and its partners decided to hold periodic meetings that would bring together all of the partners implementing program activities and the NPI core team. During the first such meeting which was hosted by the Mission, the group agreed that it would meet each month, and each meeting would be hosted by a different partner who would select the main agenda item and invite a guest. By structuring the meetings in this way, the Mission hoped to broaden existing linkages to include other partners while keeping the core group small enough to insure a high level of interaction.

Unfortunately, the core team and its planned monthly meetings failed to gel as a useful exercise for many of the Mission partners. Many of the Mission partners stopped attending the NPI meetings, as did representatives from USAID. Guinean non-governmental organizations (NGO) and GOG partners began to dominate the monthly meetings, which served as useful vehicles for dialogue on development issues of common interest. However, this function was inconsistent with original purpose of the core team. For that reason, the Mission has produced this concept paper intended for discussion in the hopes of revitalizing NPI in general and the core team in particular.

### **First Attempt to Operationalize NPI**

The Democracy & Governance (D/G) program, although still in its building phase, took charge of operationalizing NPI in a strategic way. The D/G team proposed the joint venture model for partnership as a model for this integration process. Joint ventures would link private voluntary organizations (PVOs) with each other and with select Guinean non-governmental organizations (NGOs). Joint ventures would enable organizations with complimentary comparative advantages to better serve their shared public, Guinean rural dwellers. This approach not only would leverage existing on-the-ground expertise among SO4 partners but also economizes limited program resources.

Through SO4's facilitation, US private voluntary organization (PVO) or non-governmental organization (NGO) grantees, constituting the NPI core team, first took stock of the lessons learned in the area of local governance/civil society strengthening across the various SOs. This meeting took place with Steve Waddell's arrival at the beginning of February, 1999. What became clear at this point was that two dynamics prevented successful joint ventures, as conceptualized by the D/G team.

First, the competition versus cooperation dynamic reduced NPI Core Team's willingness to consider joint ventures. USAID expects American PVOs to collaborate with each other after they have had to compete with each other to receive the grant or cooperative agreement that funds their activities. What came up in this meeting is that it was unrealistic for USAID to expect PVOs to participate in joint ventures, because their individual, NOT joint, performance with their own respective grants would largely determine whether or not they would receive additional funding. One core team member recommended that USAID explore procuring mechanisms that would provide an incentive to PVOs to join forces for activity co-implementation. Unfortunately, this recommendation required action that was not implementable in the near future.

Second, limiting NPI Core Team membership to organizations receiving USAID funds limited the diversity of the participants and reduced their incentive to participate actively and consistently. True, all of the participants were involved in developing the capacity of local level institutions: group businesses, micro-credit, village management committees, and government units. However, the concrete action steps that the group identified inevitably fell in the "collaboration" category. At this point the cooperation/competition dynamic problem resurfaced. One NPI Core team member noted that if and when he chooses to collaborate with another organization, he wants to ensure that he gets what he needs out of the collaboration. He felt that he was more likely to get what he needed if the collaboration was contractual in nature. He felt that contractual relationships offered a more effective mechanism for accountability.

## **Workshop**

During this workshop, the consultants proposed to the NPI core team that it redefine its parameters. Waddell and Friedheim made several recommendations based upon what they had seen during a week in the field, interviewing participants and staff members of various USAID-funded activities. First, the Mission should concentrate on a limited number of issues, which cut across SOs. These issues could potentially include adult literacy, financial asset building, PVO/NGO relations, and institutions building. Second, in articulating an action plan for addressing these issues, the Mission should appeal to a more diverse community of interest, including organizations outside of the USAID-funded activity family. Third, members of the SO teams should assume the responsibility of addressing these issues, managing the common challenges confronting the NPI activity participants. Finally, the NPI activity teams should approach implementation as a learning strategy, creating opportunities for shared learning around research action workshops.

The Democracy & Governance (D/G) team has chosen to focus on the fourth issue,

institutions building, and will focus its institution-building efforts around the World Bank's village support project (VSP). The D/G team has chosen to do so, because the VSP will no doubt impact ALL USAID-funded local level civil society and governance strengthening activities. It is our challenge to make sure that this impact is positive, constructive and supports achievement of our activities' goals.

The VSP concentrates on developing the capacity of the CRDs. However, USAID D/G and D/G related activities - CLUSA, WEG, Winrock, etc. - have clearly demonstrated the need to concomitantly develop capacity in organizations from the private and civil society sectors - rural group businesses, civic associations, informal mutual aid organizations, religious groups, etc. The D/G team firmly believes that it can use the USAID comparative advantages in capacity development training and civic education to support the VSP, thereby leveraging its own civil society/local governance strengthening activities.

In fact, the D/G team intends to organize a practitioner case conference on institutional building, such as described by Steve Waddell, to follow up on the World Bank's planned regional seminar on decentralization for rural development (3/15-19/99 in Dalaba). This regional seminar supports the VSP's implementation by applying lessons learned from other decentralization experiences in the region. To capitalize on and apply the seminar's findings, the practitioner case conference will encourage participants to bring their own activities' experience as case studies. Participants could dialog to apply the decentralization seminar's findings to their fellow participants' case studies, and then the D/G team would finance follow up activities such as possible staff exchanges for action research and direct application. The D/G team tentatively plans to hold this practitioner case conference sometime in the next three months.

Other SO teams will have the opportunity to decide whether or not they would like to assume responsibilities for managing another of the cross-cutting common challenges (literacy, PVO/NGO relations, and/or asset-building culture). There appears to be some interesting opportunities available in each. The D/G team will continue to facilitate accessing resources and people if you (SO team or PVO/NGO partners) would like to pursue those opportunities.

## **K. GENDER FOCUS**

### **1. NRM Strategic Objective and Gender Focus**

Under the NRM SO, strong emphasis is placed on women, especially the socially and economically disadvantaged, as they play a crucial role in natural resource management. Every effort is made to involve women in all aspects of activity development and implementation and female extension agents are recruited by all existing projects to help address the gender issues.

Women are the principal beneficiaries of project-assisted activities such as training, access to credit, cash crop production, and micro- and small enterprises. In 1998, 132 onion producers, mostly women, in the Diafore watershed earned over \$64,000 from the sale of their products, giving an average of \$490 per producer, which is a significant income for resource-poor people. Loans from the Guinea Rural Enterprise Development project enabled over 2,800 micro- and small enterprises to increase their asset value, of which 65% were operated by women, and 67% of approximately 14,000 loans with a value of \$3 million were provided to women.

During 1998, 144 women received training in compost-making techniques and 287 in vegetable production. As a result of these kinds of training in 1998 and in previous years, hundreds of women have been able to apply sustainable practices. For example, in the Koundou watershed, 42% of the 536 farmers who invested in sustainable production practices were women.

In the three target watersheds, women constitute 44% of the members of all villager groups. They are among the members of the Forest Committee which represents 30 villages in the co-management of the Nyalama classified forest in the Koundou watershed. Four of the 16 members of the Board of Directors of the Agricultural Marketing Foundation (FICA), a Guinean NGO created under the Agricultural Marketing and Investment Project, are women, and one of them is the Board President.

### **2. Health and Population Strategic Objective and Gender Focus**

This strategic objective through its four intermediate results focuses on increasing access and demand and improving quality of FP/MCH and STI/AID prevention services and products which benefit Guinean women primarily.

The health SO is promoting the delivery of family planning services and products through commercial and community-based systems and organizations in the private and public sectors.

In the public sector the SO has conducted extensive policy advocacy and promoted the integration of family planning into 138 health centers which target women and the poor. Over 90,000 women were reached in 1998 through sensitization activities and over 20,000 women used the public facilities for family planning services in the two target regions of Upper Guinea and Guinea Forest. A community-based initiative is ongoing and will make contraceptives available to thousand of women who previously had no access. In 1998, more than 2,000 women were referred to public facilities by community-based development agents for family planning and STD/AIDS services.

Contraceptive social marketing is the center piece of the Mission's family planning strategy in the private sector, where annual condom sales was over three million in calendar year 1998. Although men benefit more from the private sector, other contraceptives methods have been also made available to women through the private sector. According to PSI, oral contraceptives and injectables are becoming increasingly significant and an increased contraceptive prevalence rate is expected to be reported during the 1999 Demographic and Health Survey. The couples year of protection for oral contraceptives and injectables were respectively 60,514 and 18,405. Women also benefit from the prevention and control of HIV/AIDS and other sexually transmitted diseases through the social marketing of condoms in the private sector.

The health strategic objective has also striven to address the female genital mutilation (FGM) issue. FGM is widely practiced in Guinea with a prevalence rate estimated at 90 percent. The Mission has funded a FGM study in the two regions of Guinea mentioned above which was conducted by a US institutional contractor and a local non governmental NGO, CPETAFFE. This study is the first phase of an activity that will include capacity building for the partner NGO and the development of a strategy to promote eradication of the FGM practice in Guinea, i.e. raising the awareness of decision makers, women, men, and youth.

### **3. Education Strategic Objective and Gender Focus**

Under the Education SO, strong emphasis is placed on Girls and Women through Equity of Education (GWE) and increased the participation of women in community and school-level management.

Every effort is made to involve women in all aspects of development. Long-term development of women is addressed through an extensive sensitization and social marketing for girls education at the primary school level. In that aspect, substantive progress has been made. In 1991 the Gross Enrollment Rate (GER) stood at 31.8% nationally and of which girls were 19.7%, while in 1998 the national GER was 50% of which 36.9% were girls.

The short and medium terms are addressed through national strategies like the national

working group with leaders representing the public and private sectors, the religious community, the mass media, and civil society. In 1998, GWE launched a series of national and community consultation in Conakry and in 18 prefectures. These consultations included 140 focus groups. Findings will help develop a national strategy for girls education.

At this time ten women teachers are currently being funded for a Bachelor's degree or related in basic education in American colleges and universities.

World Education Guinea, the grantee working at the community level and strengthening PTAs, is committed to having at least one woman as a member of a PTA bureau. Training programs are aimed to enable women who are going to play the greatest role in educating children.

#### **4. Democracy and Governance Strategic Objective and Gender Focus**

**Rural Group Enterprise Activities:** CLUSA works with RGEs which fall into three categories. First, female RGEs are those that have a majority of female membership and presence on their executive committees. Second, male RGEs are those that have a majority of male membership and presence on their executive committees. Finally, mixed RGEs are those that have mixed membership and mixed gender presence on their executive committees. By the end of the reporting period, the gender breakdown of CLUSA's RGE partners is: 17 female RGEs, 26 male RGEs, and 106 mixed RGEs.

**Local Government Unit Training Activities:** The absence or low level of female participation in LGU level governance training remains a serious problem for CLUSA. CLUSA must organize its training to be consistent with women's work schedules, just as it insists on doing for all of its customers. Additionally, its field agents need to facilitate the training workshops more effectively to attract and engage greater female participation. To be sure, CLUSA has made strides in involving women in district level governance training activities. Districts, which comprise the LGU, offer more opportunity for women's participation. CLUSA works with district councils in which women play roles of leadership in the executive committee. CLUSA draws women's participation at the district level by encouraging women entrepreneurs to apply their business experiences to the district councils' affairs.

**Rural Infrastructure Development:** The African Development Foundation (ADF) applies a community development methodology based on committee work. In each of its targeted communities, ADF's animators organize the population into three groups – elders, women, and youth. Each of the committees has an opportunity to provide input into the community development project design and management process. Thus, in principle, women have a chance to influence the decision-making process. However, “women,” just like “elders” and

“youth” do not represent unitary interest or social (sub-) groups in a community. ADF needs to be more precise in defining its community interest and social (sub-) groups to maximize their potential for effective participation.

## **5. Training and Gender Focus**

The Country Strategic Plan has identified one of the key constraints to development in Guinea as well as posing the greatest challenge to the Mission’s program: the level of human resources in Guinea. To begin alleviating the key human resource constraints, the Mission has designed an interrelated training program. The main vehicles for this program, designed to fill the gaps in human capacity development, are the Human Resource Development Assistance project (HRDA) and the African Training for Leadership and Advanced Skills project (ATLAS).

The training program is designed to add synergy to each of the Mission’s SOs and will help enable the country develop a critical mass of change agents needed if Guinea is to reach its development goals. USAID/Guinea is a training pioneer in the country as no other donor provides the type or number of training opportunities that the Mission does.

Under the Natural Resources Management SO, a total of 1,137 have been trained in natural resource management and business management of which 62.3% are women. ATLAS complements these activities by providing academic training to four persons who have completed training at the Master’s level.

Under the Health and Population SO, a total of 102 have been trained in IEC, social marketing, family planning curricula and management of health centers of which 7.5% are women. ATLAS also complements this training; currently 11 persons, of which five are women, are pursuing their academic training to the United States and 15 persons have returned (four of this group are women) and are holding key positions at the Ministry of Health.

Under the Basic Education SO, a total of 91 persons (of which 51 are women) completed their training programs in educational development, curriculum development or project development. Currently, three students are pursuing their academic training in the United States. ATLAS complements this activity through academic training. Presently, 15 persons are in training in the U.S. at the Master’s level of which four women are studying for a Master’s and 10 are pursuing degrees at the undergraduate level.

Under the Democracy and Governance SO, a total of 41 people of which 20 women have completed training in NGO strengthening and business management.